#### **EXHIBIT D**

## TMG Consulting Group's October 2010 Tri-State and Western Maryland Assessment

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# Tri-State and Western Maryland Gaming Market Assessment:

An Analysis of the Impact of Nemacolin on Nearby Casinos

Nemacolin Woodlands Resort Site Managed by: Isle of Capri Casinos, Inc.



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# SECTION 1 TRI-STATE AND WESTERN MARYLAND MARKET ASSESSMENT

The series of gravity models created for TMG Consulting's Gaming, Resort, and Tourism Market Assessments: Nemacolin Woodlands Resort Site, March 2010 and August 2010 Revision ("Nemacolin Market Assessment" or "August 2010 report"), recreated the existing casino gaming market conditions as well as forecasted future market behavior. While these models were customized to assess the potential market area for a casino at the Nemacolin Woodlands Resort, they also included competing casinos. Utilizing these gravity models, we are able to make approximate projections of the impact that a new casino at Nemacolin could have on its competition.

To further assess the effects of Nemacolin within its most competitive market area, TMG Consulting next performed a "mini-market assessment". This following study addresses the Tri-State and Western Maryland market segment only. A mini- market gravity model was created to look at this market in-depth, and the outputs of this model more finely project the potential impacts that Nemacolin could have on the area competitors, including The Meadows Racetrack and Casino and Rivers Casino.

#### 1.1 METHOD OF ANALYSIS

For this study, TMG Consulting utilized a gravity model. Gravity models are commonly used for commercial developments, public facilities and residential developments. First formulated in 1929 and later refined in the 1940s, the gravity model estimates where a population will shop or gamble based on travel distance and the size and quality of competing facilities. One of the gravity model's strengths is its malleability; the model can simultaneously incorporate many different variables such as population, geographical location, income, propensity to gamble and frequency of gaming trips, and measure the impact of new competition.

A more thorough description of this model is included in Section 3 of this study.

#### 1.2 MARKET AREA DEFINITION AND STATISTICS

The Tri-State and Western Maryland market is a conglomeration of the 60-minute drive time rings from the following locations: Nemacolin Woodlands Resort, Mountaineer Casino, Wheeling Island, The Rivers Casino, and The Meadows. This 'mini-market' analysis yields projections of the revenues the proposed Nemacolin casino could potentially receive from patrons in the Tri-State and Western Maryland market and the proposed casino's potential effects on revenues generated by gamers residing in this market.

In total, the 'mini-market' area from which the proposed casino should be able to draw includes approximately 3 million residents of legal gaming age with an average household income of about \$60,500.



The following map shows the Tri-State and Western Maryland market.

Figure 1-1: Tri-State and Western Maryland Mini-Market Map
Tri-State and W. Maryland Mini-Market Map

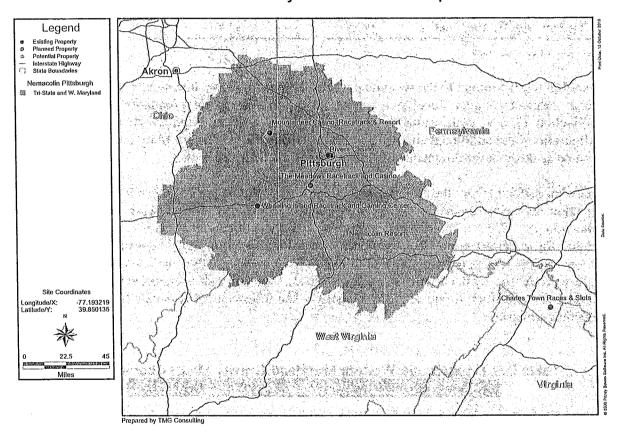


Table 1-1: Tri-State and Western Maryland Gaming Age Population and Average Annual Household Income

	2009	2012	2018	e Average Annual Growth
Population	2,871,957	2,897,292	2,905,923	0.29%
Avg. Household Incomes	\$60,463	\$67,997	\$70,028	3.74%

Source: AnySite, Claritas, Inc.; TMG Consulting.

#### 1.3 GRAVITY MODEL CHARACTERISTICS1

Before projecting the potential revenues that could be generated by the Tri-State and Western Maryland market area, TMG Consulting first created a base model, calibrated to existing conditions. Using 2009 reported historical revenues for the existing competition, survey data, and published reports as reference points, a gravity model that recreated those conditions was created. The following table details the inputs for this base model, which recreated 2009 revenue patterns.

Table 1-2: Gravity Model Characteristics: 2009 Base Calibration

Submatket	Propensity	Frequency	AMITANTETO E E E
Tri-State and W. Maryland	35.5%	11.8	\$71.50

Source: TMG Consulting

By calibrating the model to the revenue patterns that we know are historically true, we were then able to more accurately develop a model to incorporate future population growth and the introduction of new competition to the marketplace. All assumptions about future gaming configurations and additional competition in the Tri-State and Western Maryland Assessment are the same as those in the August 2010 Nemacolin Market Assessment.

Somewhat different from the Nemacolin Market Assessment, was the inclusion of two additional projection scenarios for the Tri-State and Western Maryland Market Assessment: 2012 without Nemacolin and 2013 without Nemacolin. Across the projection scenarios, our models were adjusted for expected impacts on propensity for adults to participate in gaming, as well as for average casino win per visit. The addition of Nemacolin to the market area is forecast to increase propensity by 0.5% across this market area. Win per visit is expected to grow only with inflation, at the historical rate of 2.5% annually. The following table details the inputs for each projection scenario.

Table 1-3: Tri-State and Western Maryland Gravity Model Characteristics

	Propensity	Frequency	Win/Visit
2012			
WITHOUT Nemacolin	35.5%	11.8	\$79.83
WITH Nemacolin	36.0%	11.8	\$79.83
2013			
WITHOUT Nemacolin	35.5%	11.8	\$82.81
WITH Nemacolin	36.0%	11.8	\$82.81

Source: TMG Consulting

<sup>&</sup>lt;sup>1</sup> All Tri-State and Western Maryland revenue projections are for revenues generated from Tri-State and Western Maryland gamer visits only For total revenue projections including gamer visits originating from outside this area, please see the report titled, "Gamin, g Resort, and Tourism Market Assessments: Nemacolin Woodlands Resort Site, March 2010 and August 2010 Revision."



It should be noted that these increases in propensity and win per visit are consistent with TMG Consulting's projections for the total Nemacolin market, as detailed in our August 2010 study.

#### 1.4 GRAVITY MODEL PROJECTIONS

In 2012, Pennsylvania casinos are projected to capture \$408.5 million in gaming revenues from the Tri-State and Western Maryland market without the proposed Nemacolin casino, and \$425.9 million with the proposed casino. This translates into a potential 4.3% growth<sup>2</sup> or about \$17.4 million in additional Pennsylvania gaming revenues from the Tri-State and Western Maryland market with the inclusion of Nemacolin.

Table 1-4: Projected Impact of Nemacolin on Tri-State and Western Maryland Market Area Gaming Revenues: 2012

	Pennsylvania Casinos	Total for Market Area
Gaming Revenues WITHOUT Nemacolin	\$408,466,171	\$968,821,083
Gaming Revenues WITH Nemacolin	\$425,869,738	\$982,466,450
Change (%)	4.3%	1.4%
Change (\$)	\$17,403,567	\$13,645,367

Source: TMG Consulting

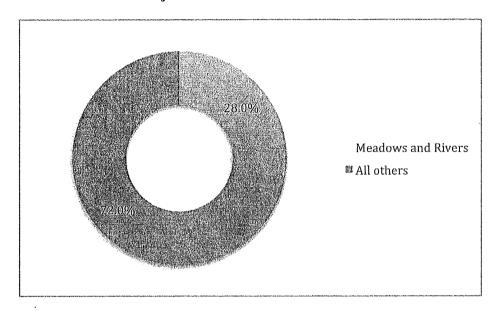
It should be noted that these projections include only portions of the total market areas for these casinos; only revenues generated by those residing in the Tri-State and Western Maryland market are assessed herein. Total revenues for the facilities are therefore expected to be substantially greater.

#### 1.4.1 Impact on The Meadows and Rivers

TMG Consulting projects that together, The Meadows and Rivers will capture approximately 28% of the gaming revenues generated by the Tri-State and Western Maryland market area in 2012. The remaining revenues are forecast to accrue to facilities both within and outside of the market area, including Wheeling Island and Mountaineer as well as locales such as Atlantic City. The following chart demonstrates the projected distribution of gaming revenues from this market.

<sup>&</sup>lt;sup>2</sup> This represents only the projected growth in Pennsylvania gaming revenues from Tri-State and Western Maryland market gamer visits, not the total projected growth in Pennsylvania gaming revenues.

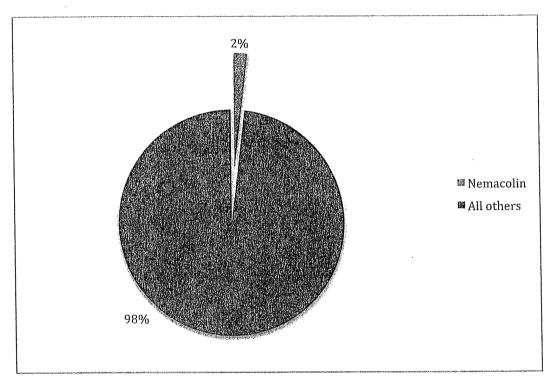
Figure 1-2: Tri-State and Western Maryland Market Gaming Revenue Distribution: 2012 Projection WITHOUT Nemacolin



Anytime a new competitor enters a marketplace, a portion of gamers will divert some or all of their play to the newer casino. However, in the case of Nemacolin, this portion is projected to be minimal. The majority of the projected gaming visits and resulting revenues for Nemacolin are new visits and revenues — those generated from tourism, and those from increased participation in gaming from the market area residents. A smaller share is expected to be captured from existing competitors such as Mountaineer Casino, Racetrack and Resort, Wheeling Island Racetrack and Gaming Center, Rivers Casino, and The Meadows Racetrack and Casino.

TMG projects that a casino at Nemacolin should be capable of capturing 2.0% of the Tri-State and Western Maryland market revenues, as demonstrated in the following graphic.

Figure 1-3: Tri-State and Western Maryland Market Gaming Revenue Distribution: 2012 Projection WITH Nemacolin



Nemacolin's projected capture of 2.0% of this market translates into slight declines in gaming visitation and revenues at the competition, including the two Pennsylvania facilities. TMG Consulting projects that Nemacolin could affect a 2.2% reduction in gaming visits to the two Pennsylvania facilities, The Meadows and Rivers.

Table 1-5: Projected Impact of Nemacolin on Gaming Visits from the Tri-State and Western Maryland Market to The Meadows and Rivers

Year	Impact on Gaming Visits
2012	-2.2%

Source: TMG Consulting

While visitation is projected to decline by approximately 2.2%, revenues at The Meadows and Rivers are not expected to be impacted as greatly. This is accounted for by inflation and by the geographic distribution of the captured market participants, as higher income areas typically have higher gaming spends and vice versa. Through its capture of the Tri-State and Western Maryland market, Nemacolin is projected to affect a less than 1% win/position and gross gaming revenue impact on The Meadows and Rivers.

Table 1-6: Projected Impact of Nemacolin on Gross Gaming Revenues from the Tri-State and Western Maryland Market at The Meadows and Rivers Facilities

Facility	Impact on Gaming Revs
The Meadows	-0.55%
Rivers	-0.31%

Source: TMG Consulting

Figure 1-4: Projected Impact of Nemacolin on Gross Gaming Revenues from the Tri-State and Western Maryland Market at The Meadows

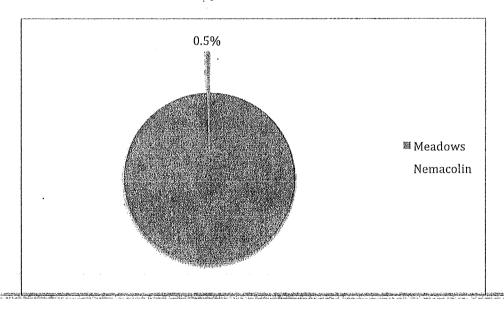
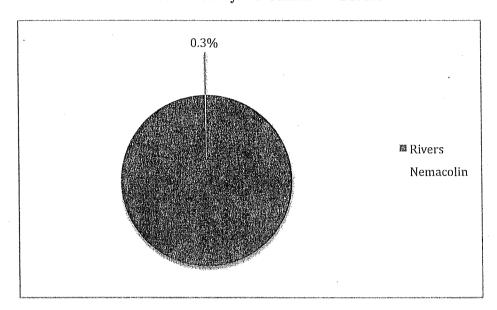


Figure 1-5: Projected Impact of Nemacolin on Gross Gaming Revenues from the Tri-State and Western Maryland Market at Rivers



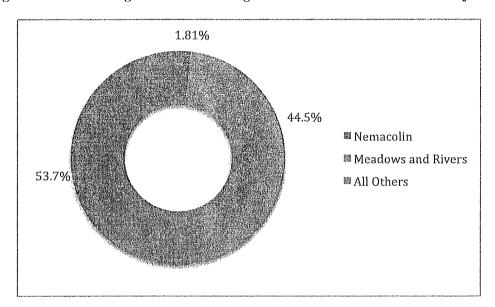
The relatively small impact projected is due to the size, location, and positioning of the proposed Nemacolin facility. By comparison, the casino planned for Nemacolin is also a relatively small one, at only 768 gaming positions (600 slots and 28 table games) versus approximately 3,692 for The Meadows and 3,541 for Rivers. A casino of Nemacolin's size cannot accommodate nor will it be able to attract the volume of gamers that larger facilities such as The Meadows and Rivers can.

It should also be noted that some of the projected losses attributable to Nemacolin's capture of existing markets have been tempered by gains in other areas. Both Rivers and The Meadows are expected to benefit from increased gaming participation in the region that will result from increased supply.

#### 1.4.2 Market Area Exerpt: Pittsburgh Market

For both The Meadows and Rivers, their largest market area in terms of visits and revenues is the Pittsburgh submarket (contained within the Tri-State and Western Maryland market area). According to TMG's models, this submarket area generates between 38% and 50% of the gaming revenues for these two facilities, or between \$178 million and \$234 million. Nemacolin, over 60 miles away from Pittsburgh is at a distinct disadvantage for capturing gamers from this market. TMG's projection models forecast that Nemacolin will likely capture \$8.4 million from this market in 2012, or only 1.8% of the total revenues from the Pittsburgh submarket.

Figure 1-6: Pittsburgh Market Gaming Revenue Distribution: 2012 Projection



### SECTION 2 MARKET COMPARISON<sup>3</sup>

To more fully evaluate the Tri-State and Western Maryland market, this section of our study relates it to similar market areas in the United States by gaming statistics and population. Six comparable market areas were selected: Quad Cities, Kansas City, St. Louis, Chicago, New Orleans, and Council Bluffs/Omaha. Each comparable market area was carved out as a 60 minute drive-time ring. From these carve-outs, TMG Consulting extracted the 2009 total population for each market. Annual gaming statistics for 2009 were compiled from state gaming commission websites. The table below lists the facilities within each of the market areas.

Table 2-1: Market Area Facilities

Quad Cities	Kansas City	Stationis	The contract of the contract o
			Empress Casino
Isle of Capri Bettendorf	Harrah's North Kansas City	Alton Belle	Joliet
Rhythm City Casino	Isle of Capri Kansas City	Casino Queen	Grand Victoria
		Harrah's Maryland	
Wild Rose, Clinton	Ameristar Kansas City	Heights	Harrah's Joliet
			Hollywood Casino
Jumer's Casino and Hotel	Argosy Riverside	Lumiere Place	Aurora
	St. Joseph's Frontier	President (the Admiral)	
		Ameristar St Charles	

New Orleans	Council Bluffs/ Omaha	iri-State and Western Maryland
Boomtown	Ameristar II	Wheeling Island
The Fair Grounds	Harrah's Council Bluffs	Mountaineer Casino
Harrah's Casino	Horseshoe Casino & Bluffs Run	The Rivers Casino
Treasure Chest Casino		The Meadows

Source: Iowa Racing and Gaming Commission, Illinois Gaming Board, Indiana Gaming Commission, Missouri Gaming Commission, Louisiana Gaming Control Board, West Virginia Lottery Commission, Pennsylvania Gaming Control Board

In terms of total annual win, the Tri-State and Western Maryland market ranked third highest among the market areas in 2009 with \$886.7 million. The Chicago market ranked the highest in terms of annual win with \$1.9 billion in gaming revenues and the Quad Cities market ranked the lowest with \$249 million in gaming revenues.

<sup>&</sup>lt;sup>3</sup> With the exception of adult population, all statistics presented below are based on facility totals and are not market area specific. For example, the total win for the Quad Cities market represents the total annual win the casinos located in Quad Cities generated as opposed to the total win these casinos generated from patrons living in the Quad Cities market area.

The following table offers a side-by-side comparison of each market among gaming statistics. By these measures of comparison, the Tri-State and Western Maryland market area does not appear to have reached the level of maturity that similar markets have.

Table 2-2: 2009 Gaming Statistics by Market Area

	Tri-State and					New	Council Bluffs
	:W:Maryland:	Official Ciffees	Kansas City	St. Louis	Chicago	Orleans	Omaha
Annual Win	\$886,735,808	\$248,755,867	\$758,039,003	\$1,050,448,704	\$1,904,385,916	\$652,768,711	\$431,299,527
Average Positions	11,757	4,258	9,852	12,605	14,187	6,359	5,216
Win/Position	\$207	\$160	\$211	\$228	\$368	\$281	\$227
Annual Admissions	n/a	4,194,470	21,611,100	28,730,937	17,485,500	9,547,500	6,061,340
Win/Admission	n/a	\$59	\$35	\$37	\$109	\$68	\$71
Adult Population	2,871,957	475,415	1,559,952	1,906,535	5,981,435	812,057	645,705
Win/Adult	\$309	\$523	\$486	\$551	\$318	\$804	\$668
Positions/10,000 Adults	41	90	63	66	24	78	81

Source: Iowa Racing and Gaming Commission, Illinois Gaming Board, Indiana Gaming Commission, Missouri Gaming Commission, Louisiana Gaming Control Board, West Virginia Lottery Commission, Pennsylvania Gaming Control Board, AnySite, Claritas, Inc.; TMG Consulting estimates

The Chicago market had the largest supply, with approximately 14,187 gaming positions. The Tri-State and Western Maryland market ranked third among the markets in size, with 11,757 positions. The market with the lowest number of positions was the Quad Cities market with 4,258.

The Chicago market had the highest average win per position—\$368. The Tri-State and Western Maryland market had an average win per position of \$207 and ranked second lowest among the market areas. The lowest win per position, \$160, belonged to the Quad Cities market.

The gaming commissions that report data for the facilities within the Tri-State and Western Maryland market do not report admissions, so it is unknown how this market area compares to the others in terms of annual admissions and win per admission. The St. Louis market had the highest annual admissions in 2009, totaling 28.7 million. The lowest annual admissions, 4.2 million, belonged to the Ouad Cities market.

Chicago ranked the highest in terms of win per admission with \$109 in 2009. The lowest win per admission, \$35, belonged to the Kansas City market.

The Chicago market, followed by the Tri-State and Western Maryland market, had the highest population among the markets—6 million and 2.8 million respectively. The Quad Cities market had the lowest 2009 population, 475,415, among all market areas.

The average win per adult in population for the Tri-State and Western Maryland market was \$309 in 2009 and the lowest among the market areas. The New Orleans market's win per adult in the population was \$804, which ranked the highest among all the markets.



In terms of positions per 10,000 adults in the population, the Quad City market ranked the highest with 90 gaming positions per 10,000 adults. The Tri-State and Western Maryland market had 41 positions per 10,000 adults in the market area, and ranked second lowest among the market areas. The lowest positions per 10,000 adults, 24, belonged to the Chicago market.

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# SECTION 3 GRAVITY MODEL DESCRIPTION AND METHODOLOGY

The gravity model is based on the concept that the attractiveness or "gravitational pull" of a facility is related to its size, quality, and distance from a given population. Technically speaking, the interaction between a market area and one or more gaming venues, including racetrack casinos, is based on Newton's Law of Universal Gravitation: two bodies in the universe attract each other in direct proportion to the product of their masses and in inverse proportion to the square of the distance between them.

The figure which is titled 'Gravity Model' and follows this section corresponds to the following explanation of how the gravity model calculates gamer visits for a particular casino, (Casino i), in a particular submarket, (Submarket j). Please see the following section for definitions.

Total visits to All Casinos from Submarket j, denoted as  $P_j$ , is represented in the figure as the pink pie chart in *Section I* of the figure.  $P_j$  is determined by the product of three inputs: the Adult Population in Submarket j, the propensity to gamble of individuals in Submarket j, and the frequency of visits annually of individuals in Submarket j.

Section 2 of the figure shows that a piece of Submarket j's total visits to all casinos is visits to Casino i. The gravity model calculates this piece by first determining Casino i's market share of visits to casinos from Submarket j. Casino i's market share is directly related to its attractiveness and inversely related to its distance from Submarket j. The model for calculating visits from Submarket j to Casino i is shown below in Block A of the figure.

 $P_i$  = Number of gaming positions in Casino i which is adjusted by a factor of 1.0 if the casino is average in terms of amenities and quality of facility with respect to other competing gaming venues and accordingly by a factor < 1.0 if the casino is less attractive than average in terms of amenities and by a factor > 1.0 if the casino is more attractive than average in terms of amenities. The attractiveness factors are assigned by TMG based on its knowledge of each casino in competition with Casino i and Casino i as proposed, and our experience. Please see *Section 3* of the figure for corresponding description.

 $d_{ij}$  is the straight line distance between Submarket j and Casino i.  $d_{ij}$  is adjusted by an ease of travel factor, set at 1 for normal ease of travel, greater than 1 for less than normal ease of travel, less than 1 for other positive conditions, and based on transportation infrastructures, congestion, and natural geographical boundaries.

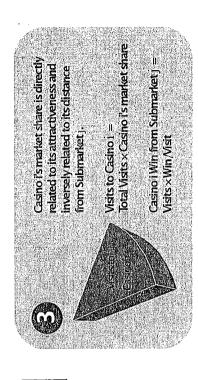
Once Casino i's visits from Submarket j are calculated, Casino i's win from Submarket j is determined by multiplying Casino i's visits from Submarket j by the average win/visit of Submarket j visits.

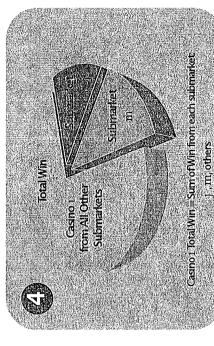
Casino i's Total Win, as shown in Section 4 of the figure, is the sum of that casino's win from each submarket that it pulls gamer visits from, e.g., Submarket j, Submarket m, etc.



P<sub>j</sub> is allocated among all of the casinos in competition with Casino i, and Casino i on the following probabilistic basis:

The model is loaded with each of the P<sub>i</sub>'s, P<sub>j</sub>'s, d<sub>ij</sub>'s, and propensities, distance and attractiveness factors, and frequencies. It is then run to project the revenues for each of the casinos in the market in a known year—in this case 2009. The revenue projections of the model are then compared with the known revenues. The propensities, frequencies, and distance and attractiveness factors are adjusted so that the model's projections of revenue for a known year for each casino are acceptably close to the known revenue for that casino. When the model projections are acceptably close to the known revenues for each casino (which is a proprietary determination made by us), the model is deemed calibrated. The model is then loaded with data for the projection year including any changes that might occur between the known year and the projection year. Included with this data is the information for Casino i. The model is run with this new data and it projects visits to Casino i from each submarket. Once the visits are know, they are multiplied by win in each submarket to yield revenue from each submarket to Casino i. The sum of revenues from each submarket is the total revenue for Casino i.



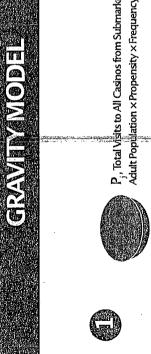


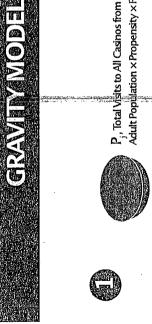


 $P_i = Adult Population \times Propensity \times Frequency$ d. = Distance from Submarket j to Casino i P =#ofPositions in Casino i Market Share  $= \frac{1}{d}$ 

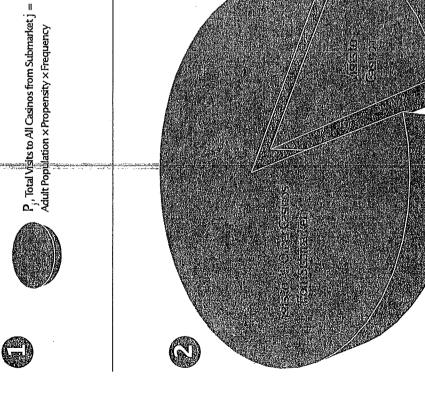












#### 3.1 DEFINITIONS

The following section provides a description and definition of the various components of the model.

#### Gamer Visits

This measure is used to specify the number of patron trips to a gaming market, where an individual can make any number of separate visits in the course of a year. In order to estimate the gamer visits, separate measures of propensity and frequency are applied to the adult population in each zip code.

#### **Propensity**

Propensity is a measure of the likelihood that an individual will visit a casino in a given year. This varies based upon a number of factors, including the number of gaming venues in the area, their quality and type (e.g., land based versus riverboat, or full casino versus racetrack slot-only facility), the games permitted, the availability of other entertainment and leisure options, and most importantly, distance from a gaming venue.

#### Frequency

The frequency factor measures the average number of visits that an adult with a propensity to gamble will make annually to a gaming venue in the subject market. Frequency is a function of annual gaming budget as indicated by income variations, the number of venues in the market, and the quality and type of gaming facility. The frequency of visitation is inversely related to distance from a gaming venue, as fewer trips are made as convenience declines. However, the length of the average gaming trip increases with distance, such that an annual gaming budget for those living relatively far from a gaming venue may approach that of those living close by, for whom short gaming trips are typical.

#### Win per Admission

A win per admission value is the win by the gaming venue for each visit made to the venue. Generally this increases with distance from the gaming venue reflecting the less frequent nature of the trips and the effort required to make them. These factors tend to create a larger proportion of more dedicated players and hence a larger win per admission. Effective buying income, or disposable income, is also a factor in variances in win per admission as those with more disposable income have more money with which to game.

#### **Attractiveness Factors**

Attractiveness factors measure the relative attraction of one gaming venue in relation to others in the market. Attractiveness factors are applied to the size of the gaming venue as measured by the number of positions it has in the market. Positions are defined as the number of gaming machines plus the number of seats at gaming tables. A normative attractiveness factor would be one. When this is applied to the number of positions in a gaming venue there is no change in the size of the gaming venue as calculated by the model and hence its attractiveness to potential patrons. A value of less than one adjusts the size of the gaming venue downwards making it less attractive, and conversely, a value greater than one indicates that the gaming venue has characteristics that make it more attractive. Attractiveness factors can be based on a number of components including branding, the level and effectiveness of marketing efforts, and the level of quality of the casino and the amenities offered by a facility. Travel factors are also adjusted to model the presence of natural and man-made boundaries which impact ease of access and convenience of travel in the market area.

The sensitivity of the model to changes in these factors is not in the nature of a direct multiplication. For example, a doubling of the attractiveness factor will not lead to a doubling of the gamer visits attracted to the site. It will, however, cause a doubling of the attractive power of the gaming venue, which is then translated via non-linear equations into an increase in the number of gamer visits attracted to the gaming venue.

#### DISCLAIMER

Consumer demand for gaming is particularly sensitive to downturns in the economy. Changes in consumer preferences or discretionary consumer spending brought about by factors such as fears of war, future acts of terrorism, general economic conditions, disposable consumer income, fears of recession and changes in consumer confidence in the economy could reduce customer demand for luxury products and leisure services, thus imposing practical limits on pricing and harming operations. Thereby our project would be adversely affected.

All projections will be affected by international, national and local economic conditions. A recession or downturn in the general economy, or in a region constituting a significant source of customers, could result in fewer customers, which would adversely affect projections.

Casinos are generally dependent on the willingness of customers to travel. As a result of the terrorist acts of September 11, 2001, domestic and international travel was severely disrupted, which resulted in a decrease in customer visits to casinos. In addition, developments in international conflicts, such as the conflict in Iraq, could have a similar effect on domestic and international travel. No one can predict the extent to which disruptions in air or other forms of travel as a result of any future terrorist act, outbreak of hostilities or escalation of war would adversely affect projections. It is possible that airplane terrorism could lead to increased travel by automobile and possibly an increase in local casino admissions.

As a result of the SARS outbreak in Asia, there was a decrease in travel to and from and economic activity in affected regions. In addition, there have been recent fears concerning the spread of an avian flu. Potential future outbreaks of SARS, avian flu or other highly infectious diseases may adversely affect the number of visitors. Any new outbreak of such a highly infectious disease could have a material adverse effect on the projections.

If changes in transportation infrastructure cause it to become insufficient to meet the demand of visitors, the desirability of this location as a gaming and tourist destination, as well as the results of operations, could be negatively impacted.

This report reflects analysis and opinion based on primary and secondary sources of information. We have utilized sources that are deemed to be reliable but cannot guarantee their accuracy. Moreover, estimates and analysis regarding the project are based on trends and assumptions, and therefore, there usually will be differences between the estimated and actual results because events and circumstances frequently do not occur as expected, and those differences may be material. The accompanying study is prepared for the information and use of our client and may not be relied upon by any third party for any purpose, including but not limited to financing of the project or investing in the project. We have no obligation, unless subsequently engaged, to update this report or

revise this analysis as presented due to events or conditions occurring after the date of this report.

TMG Consulting makes no express or implied representation or warranty or guarantee as to the attainability of any projected or estimated information referenced or set forth herein, or as to the accuracy or completeness of the assumptions from which such projected or estimated information is derived. Any such projections or estimations are necessarily subject to a high degree of uncertainty and may vary materially and adversely from actual results.

Some of the statements in this report constitute forward-looking statements. These statements involve risks, uncertainties and other factors that may cause you or your industry's actual results, levels of activity, performance or achievements to be materially different from any future results, levels of activity, performance or achievements expressed or implied by these forward-looking statements. In some cases, you can identify forward-looking statements by terminology such as "may," "will," "should," "would," "could," "believe," "expect," "anticipate," "estimate," "intend," "plan," "continue" or the negative of these terms or other comparable terminology.

Although we believe that the expectations reflected in the forward-looking statements are reasonable, we cannot guarantee future results, levels of activity, performance or achievements. If one or more of the assumptions underlying our forward-looking statements proves incorrect, then actual results, levels of activity, performance or achievements could differ significantly from those expressed in or implied in the forward-looking statements contained herein. These forward-looking statements are subject to risks, uncertainties, and assumptions about or the projections that are subject to change based on various important factors, some of which are beyond our control. The factors identified above, among others, could cause our projections to differ significantly from the goals, plans, objectives, intentions and expectations expressed in our forward-looking statements. Therefore, we caution you not to place undue reliance on our forward-looking statements. All forward-looking statements attributable to us are expressly qualified by these cautionary statements.

While TMG Consulting endeavors to provide reliable estimates and projections, it will not be liable for any claim by any party acting on these estimates and projections.

#### **EXHIBIT E**

Mr. Fenich's and Ms. Hashimoto's qualifications

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#### VITA May 2010

#### GEORGE G. FENICH, PH.D.

#### EDUCATION

- Ph.D. Planning/Policy Development (Tourism Planning, Policy, Development) Rutgers University, October 1992. Dissertation title "The Dollars and Sense of Convention Centers."
- M.S. Management, Rensselaer Polytechnic Institute, December 1983.
- B.S. Recreation and Tourism Administration, S.U.N.Y. Cortland, May 1972.
- M.B.A. courses: 15 credits of Hospitality Management, FDU, 1986-90.

#### Certifications

- "Police officers gaming" certificate. Casino Careers Institute, Atlantic City, NJ, 10-95.
- Spectravision training, certificate in hotel technology. Spectravision, Dallas
  - TX, 8-94.
- Full certified, Professional Ski Instructors of America, 1973.

#### ACADEMIC EXPERIENCE

- East Carolina University, 2007 (July) Present, Professor, Tenured Hospitality Management Department, College of Human Ecology
- East Carolina University, 2007 (January) June 2007 Professor, one quarter time, Hospitality Management Department
- University of New Orleans 2000 (Aug.) Aug. 2006, Professor, Tenured.

  Lester E. Kabacoff School of Hotel, Restaurant and
- Tourism
- Administration
  - In College of Business
- University of New Orleans 1996 2000, Associate Professor, Tenured.
- Fairleigh Dickinson University 1993-1996, Associate Professor, Tenured,
  - School of Hotel, Restaurant and Tourism
  - College of Business
  - 1992-1993 Assistant Professor, Tenured
  - 1986-1992 Full time Instructor, Tenure Track
- 1985-1986 Part-time Adjunct Instructor, Non Tenure Track.
- Rutgers University 1986-1992: research assistant,
  - full time summer, part time rest of year Center for Urban Policy Research
- Glassboro State College 1985-1986: Adjunct Instructor, Part-time.
- College of St. Elizabeth 1984-1985: Guest Lecturer.
- Jersey City State College 1984-1985: Guest Lecturer.

#### Courses Taught

- Doctoral
- Dissertation (committee member)
- Hospitality and Tourism Strategic Management (capstone course) Independent Study
- Thesis (committee member)
- Bachelors
- Dimensions of Tourism
- Tourism planning and policy (capstone course)
- Introduction to meetings, exhibitions, events and conventions
- Meeting, exhibition, event and convention planning
- Tourism planning

Services management
Principles of Tourism
Hotel operations
Introduction to Hospitality and Tourism
Strategic planning in hospitality (capstone course)
Casino Management
International Tourism
Tourism Management and the Environment
Housekeeping and maintenance in hotels and restaurants
Fundamentals of management
Principles of marketing
Retailing
Independent Study
Honors Thesis (Chair)

#### PUBLICATIONS

#### Books

Introduction to Meetings, Expositions, Events and Conventions  $2^{nd}$  edition, Prentice-Hall, Summer 2007.

Cost Control in the Hospitality Industry (2nd Edition). Prentice Hall. July 15, 2006. Agnes L. DeFranco, Pender B. Noriega, H. G. Parsa, and George G Fenich.

Casino Dictionary: Gaming and Business Terms. Prentice Hall. December 2005 (copyright 2007), Co-authored with Kathryn Hashimoto.

Meetings, Expositions, Events, and Conventions: an Introduction to the Industry, Prentice-Hall, Preliminary Edition published in January 2004, final edition published in July 2004.

Casino Management: Past, Present, and Future, Kendall Hunt, copyright 1998. Co-authored with K. Hashimoto and S. Fried-Kline.

Casino Gaming Dictionary: Terms and Language for Managers, Kendall Hunt, copyright 1996. Authors Fenich and Hashimoto.

#### Book Chapters

"Beyond the traditional gambler: marketing to the meetings, exhibitions, events and conventions sector." In Casino Marketing, K. Hashimoto Ed. Englewood Cliffs (NJ): Prentice Hall. In press July 2008.

"Overview of the Meetings, Expositions, Events and Conventions Industry." 2007. In Introduction to the Hospitality Industry (pp. 377-386). Brymer and Hashimoto (Eds). Dubuque: Kendall/Hunt Publishing.

Conventions and Casinos. Summer 2004. In <u>Current Issues in Convention and Exhibition Facility Development</u> (pp. 63-80) Robert Nelson, Editor. Binghamton (NY): The Haworth Press.

"Convention Center Ownership and Management: The Case of the United States" (2002) in Convention Tourism: Research and Industry Perspectives (Pp. 139-152) Webber & Chon Editors. Binghamton (NY): Haworth Hospitality Press.

"Quality and its assurance in hospitality education" (1999) in  $\frac{\text{Hospitality}}{\text{Management Education}}$  (pp. 67-96) by Barrows and Bosselman. Binghamton (NY): Haworth Press.

#### Journals

- Fenich, G.G. (2010). "Preferences of courses of study of hospitality management majors." Convene: (January)
- Fenich, G.G., Chacko, H., Taylor, M. (2009) "Hotel/meeting planner contracts." International Journal of Hospitality and Tourism Administration, 10 (4), 283- 295 [lead article], (October December).
- Fenich, G.G. & Bordelon, B.M. (2008) "It there an optimal type of ownership and organizational structure when developing convention and entertainment facilities?" <u>Journal of Convention and Event Tourism</u>, 9(3), 182-198. Lead Article.
- Fenich, G.G. & Hashimoto, K. (2006) "Dummy Up and Deal: Evolution of Management in the Casino Industry" <u>Casino & Gaming International</u>, 1 (January), 7-11.
- Fenich, G. & K. Hashimoto. (2004) "Perceptions of cannibalization: what is the real effect on land based casinos on local restaurants?"  $\underline{Gaming\ Law}$  Review, 8(4), 247-259.
- Fenich, G.G. and M. Erdem. (2004). "The effect of 9/11 on convention bookings." Convene, April, 25-26.
- Fenich, G.G. & Hashimoto, K. (2004). "Casinos and Conventions: Strange Bedfellows." <u>Journal of Convention and Event Tourism</u>, 6(1/2), 63-80.
- Hashimoto, K. & Fenich, G.G. (2003). "Does Casino Development Destroy Local Food and Beverage Operations? Development of Casinos in Mississippi."  $\underline{Gaming}$  Law Review, 7(2), 101-109.
- Fenich, G.G. (2001). "Using New Orleans as a predictor of the future of the convention industry." <u>Journal of Convention and Exposition Management</u>. 3(2), 3-14.
- Fenich, G.G. (2001). "Towards a conceptual framework for assessing community attractiveness for conventions." <u>Journal of Convention and Exposition Management</u>, 3(1), 45-64.
- Chacko, H. & Fenich G.G. (1999). "Determining the importance of US convention destination attributes." <u>Journal of Vacation Marketing</u>, 6(3): 211-220.
- Fenich, G.G. (1998). "Convention center operating characteristics." <u>Journal of Convention and Exposition Management</u>. 1(2/3): 1 25.
- Fenich, G.G. (1998). "Conventions, Centers, and Meetings: Analysis of the Decade." <u>Visions in Leisure and Business</u>. 16(4): 4-13.
- Fenich, G.G. (1998). "Crime and Casinos,"  $\underline{\text{Journal of Hospitality and Tourism Education}}$ . 10(2): 37-41.
- Fenich, G.G. (1996). "A Chronology of Legalized Casino Gaming in the U.S.," Gaming Research and Review Journal. 3(2):65-77.

- Fenich, G.G. (1996). "The Uses and Abuses of Multipliers: A Current Case," Hospitality Research Journal. 20(1): 101-108.
- Fenich, G.G. & Hashimoto, K. (1995). "Teaching Casino Gaming," <u>Hospitality and</u> Tourism Educator. 7(4): 63-64.
- Fenich, G.G. (1995). "Convention Center operations: Some Questions Answered," International Journal of Hospitality Management, 14(3/4): 311-324.
- Fenich, G.G. (1995). "Casino Gaming in the United States: Past, Present, and Future," FIU Hospitality Review. 13(1): 34-38.
- Fenich, G.G. (1994). "An Assessment of Whether the Convention Center in New York is successful as a Tool for Economic Development." <u>Economic Development</u> Quarterly. 8(3): 245-255.
- Gregory, S.R & Fenich, G.G. (1994). "Service The Marketing Stepchild: The Hospitality Scenario," The Hospitality and Tourism Educator. 6(3): 55-58.
- Fenich, G.G. (1993). "Localized Ground Transportation in the 21st Century and Its Impact on the Hospitality Industry." Hospitality Research Journal, 17(1): 195-208.
- Fenich, G.G. (1993). "Convention Center Impacts: The Las Vegas Case." The Journal of Hospitality and Tourism Research, 4(1): 38 45.
- Fenich, G.G. (1992). "Convention Center Development: Pros, Cons and Unanswered Questions." <u>International Journal of Hospitality Management</u>, 11(3): 183-196.
- Fenich, G.G. (1991). "The Consequence of Casino Gaming in the Eastern U.S." Southeast CHRIE Research and Review Journal, 3(1): 32-47.
- Beaton, W.P. et al. (1991). "The Impact of Regional Land-Use Controls on Property Values: The Case of the New Jersey Pinelands." <u>Land Economics</u>. 67(2): 172-194.
- Fenich, G.G. & K. Hashimoto. (1990). "A Critical Look at SAS and SPSS-X: An Application in Hospitality Using the Discriminant Procedure".  $\underline{\text{Hospitality Research Journal}}$ , 14(3): 63-74.
- Fenich, G.G. (1988). "An Empirical Assessment of Support of Pursuit of Doctoral Degrees in Hotel, Restaurant and Institutional Education," Hospitality Education and Research Journal, 12(2): 107-113.
- Fenich, G.G. (1987). "The Rise and Fall (and Rise) of an Empire: A Case Study of Atlantic City," Hospitality Education and Research Journal, 11(2): 355-356.
- Fenich, G.G. (1971). "Serving the Disadvantaged- Action in Westchester County," <u>Journal of the New York State Recreation and Park Society</u>, 3(4): 22-23.

#### Refereed & Published Proceedings

Fenich, G.G. & K. Hashimoto. (2008) "Life cycle analysis of the meetings, expositions and conventions industry: preliminary results." CHRIE convention in Atlanta, July.

Fenich, G.G. & K. Hashimoto. (2007) "Non-verbal communication in an international environment." CHRIE convention in Dallas, July.

Hashimoto, K. & Fenich, G.G. (2007) "Service profit chain: an exploratory study." CHRIE convention in Dallas, July.

Fenich, G.G., Alici, M. Sliva, P. (2006). "A taxonomy for comparing cities that attract conventions." CHRIE convention in Washington, July, other authors are Master Degree Candidates.

Fenich, G.G. & B. Bordelon. (2005). "An exploratory study of multi use venues in selected U.S. cities. CHRIE convention in Las Vegas, August.

Fenich, G.G. & B. Bordelon. (2004). "Operational and ownership structures in public entertainment facilities." IAAM conference in Reno, NV, July.

Fenich, G.G. (2000). "Local restaurant operations before and after casino development."  $11^{\rm th}$  Conference on Gaming and Risk Taking, June, in Las Vegas.

Fenich, G.G. (1997). "Casino Gaming and the Substitution Effect: A Discussion."  $72^{\rm nd}$  Annual WEA Conference, Western Economics Association International, July, in Seattle, WA.

Fenich, G.G. (1997). "The effect of casino development on local restaurant businesses: a preliminary finding." International Conference on Gaming and Risk Taking in Montreal (Canada), May.

Fenich, G.G. (1997). "Emerging Gaming Markets in the U.S.: Indian Casinos, Riverboats, and Gulf Coast Casinos." North American Economics and Finance Association, New Orleans, January.

Fenich, G.G. (1996). "An Historical Analysis of Casino Gaming in the United States."  $2^{nd}$  Annual Gaming Educators Conference, University of Nevada Las Vegas, May.

Fenich, G.G. & K. Hashimoto. (1996). "People's Opinions of Atlantic City Versus Las Vegas: A National Perspective." 2<sup>nd</sup> Annual Gaming Educators Conference, University of Nevada Las Vegas, May.

Fenich, G.G. (1993). "An Empirical Base for Decision Making in Convention Center Expansion or Development." Convention/Expo Summit IV, University of Nevada, Las Vegas, February.

Fenich, G.G. (1992). The Fiscal Aspects of Convention Centers and Their Host Municipalities." Presented at the Annual Conference of the Council on Hotel, Restaurant and Institutional Education in Orlando, July.

Fenich, G.G. & K. Hashimoto. (1991). "An Analysis of the Operational Characteristics of Convention Centers in the United States." Annual Conference of the Council on Hotel, Restaurant and Institutional Education held in Houston, July.

Fenich, G.G. & K. Hashimoto. (1991). "Atlantic City Casinos: A Retrospective on Their Significance and Performance Over The Decade." Annual Conference of the Council on Hotel, Restaurant and Institutional Education held in Houston, Texas, July.

#### Paper Presentations at Professional Meetings

Fenich, G.G. (2010) "Faculty Workshop: curriculum" MPI Conference Cancun,

(February).

Fenich, G. G. (2009) "Faculty workshop: meetings and events." DMAI Conference, Atlanta (July)

Fenich, G.G. (2009) "Faculty Workshop: professionalism" MPI Conference, Salt Lake City (July).

Fenich, G.G. (2009) "Convention Centers: Is the Market Really Overbuilt?" Professional Convention Management Association Annual Conference in New Orleans, January.

Fenich, G.G. (2009) "Hartford Attractiveness Study Results." 2009 Hotel Summit in Hartford, Connecticut.

Fenich, G.G. (2008) Keynote Speaker, International Conference on Meetings & Events held in Shanghai China, December.

Fenich, G.G. (2008) "The state of the meetings, expositions, events and conventions industry and how it relates to the research triangle of North Carolina." Chapel Hill Convention and Visitors Bureau Board of Directors Meeting.

Fenich, G. G. (2007). "Destination Marketing: how Dallas does it." CHRIE convention in Dallas, July.

Fenich, G.G. (2007). "The Profit Chain Model: an exploratory analysis." CHRIE convention in Dallas, July. With K. Hashimoto.

Fenich, G.G. (2006). "Advances in meeting exhibition, event and convention (MEEC) education." CHRIE convention in Washington, July.

Fenich, G.G. (2007). "Adventures in Academia; faculty focus." PCMA convention in Toronto in January.

Fenich, G.G. (2006). "A review of cutting edge research initiatives in meetings, expositions, events, and conventions." CHRIE convention in Washington, July.

Fenich, G.G. (2006). "Delivering Quality Service." Presented at ACOM University, New Orleans, June.

Fenich, G.G. (2006). "Principles of Professional Practice." Presented at PCMA AMPC, March in Toronto.

Fenich, G.G., M. Alici, P. Silva. (2006). "Attributes of convention cities.".
PCMA convention in Philadelphia, January.

Kline, S. D. Breiter, Fenich, G.G., (2006). "Meetings, exhibitions, events and conventions research: bringing academe and industry together." PCMA annual convention in Philadelphia, January.

Fenich, G.G., & J. Stark. (2006). Building communities of interest in meetings, exhibitions, events and conventions. PCMA convention in Philadelphia, January.

Fenich, G.G., Stewart, P., Ratcliffe, K. (2005). "Career paths in the meeting, exhibition, events and conventions industry." IACVB Annual

convention in Anaheim, CA, August.

Mellon, J. & Fenich, G. (2005). "Bar coding of casino slot handles." With John Mellon. CHRIE Annual convention in Philadelphia, July.

Fenich, G.G., & Erdem, M. (2005). "Meeting planners convention booking patterns: an exploratory study." CHRIE Annual convention in Philadelphia, July.

Fenich, G.G. (2004). "Operational and ownership structures in public entertainment facilities." IAAM conference in Reno, NV, July.

Fenich, G.G., Repass, K., Moody, M. (2004). "CVB Research 101: acquiring and using research." IACVB Annual convention in Boston, July.

Fenich, G.G., Shock, P., Cook, J. (2004). "Future leaders in the meetings, expositions, events and conventions industry." IACVB Annual convention in Boston, July.

Fenich, G.G., Repass, K. (2004). "Research in the convention industry: where to get it, how to use it." International Association of Convention and Visitors Bureaus, Winter meeting, Kissimmee, FL, January.

Fenich, G.G., (2004). "Bookings patterns of meeting planners." Professional Convention Management Association annual Convention, January, Indianapolis, IN.

Fenich, G.G., (2004). "Environmental Analysis of factors affecting the meetings and conventions industry in St. Louis." Meeting of the St. Louis Convention and Visitors Bureau, January in St. Louis.

Fenich, G.G. et al (2003). "Research and Public Policy: Academic and Casino Interfaces." Global Gaming Expo, July in Las Vegas.

Fenich, G.G., (2003). "Convention bookings in St. Louis: analysis and projections." Meeting of the St. Louis Convention and Visitors Bureau, November, in St. Louis.

Fenich, G.G., (2003). "Partnerships between CVB's and Academic Institutions." International Association of Convention and Visitors Bureaus, July in Kansas City.

Fenich, G.G. & K. Hashimoto. (2003). "Local food and beverage operations versus casinos: a Mississippi case study" International conference on Gambling and Risk Taking in Vancouver (BC), May.

Fenich, G.G. & Hashimoto, K. (2003). "An investigation of the changing paradigm in casino development", CHRIE Annual conference in Palm Springs (August).

Hashimoto, K., Koublitskaia, J., Fenich, G.G. (2003). "Russian casino development and regulations after perestroika." International conference on Gambling and Risk Taking in Vancouver (BC), May.

Chacko, H & Fenich, G.G., (2002). "Meeting planner/hotel contracts." CHRIE Annual Convention, August.

Fenich, G.G., (2002). "Dealing with international clients." Meeting Planners International Annual conference, Summer in New Orleans.

- Fenich, G.G., (2001). "Fun and enjoyment: a valuable yet under-studied tool for management." Southern Academy of Management Conference in New Orleans, November.
- Fenich, G.G., (2001). "Towards a new method for predicting convention attendance." Refereed paper presented at the August 2001 CHRIE conference in Toronto, CA.
- Fenich, G.G., (2001). "The convention bookings model: a means of improving sales force efficiency and effectiveness." August, CHRIE conference in Toronto, CA.
- Fenich, G.G., (2001). "The international face of conventions." Annual meeting of the Association for Convention and Operations Management, New Orleans, June.
- Chase, R. & Fenich, G.G., (2001). "Using the e-HASE computer simulation to enhance profitability." Annual meeting of Homewood Suites Hotel Corp., February in San Antonio.
- Fenich, G.G. & Hashimoto, K. (2000). "Comparison of food and beverage operations before and after development of Native American Casinos."  $11^{\rm th}$  Annual international conference on gambling and risk taking, Las Vegas.
- Fenich, G.G. & K. Hashimoto. (1999). AA comparison of local food and beverage operations before and after development of casinos in Mississippi." Refereed paper presented at the August CHRIE conference in Albuquerque, NM.
- Fenich, G.G. & Chacko, H. (1999). "Using regression analysis to determine the importance of convention destination attributes. Refereed paper presented at the August CHRIE conference in Albuquerque, NM.
- Fenich, G.G. (1999). "Market segment analysis of the Kansas City (MO) convention business and subsequent use with the bookings model." Invited presentation at the strategic planning committee meeting (held every three years) of the Convention and Visitors Bureau of Greater Kansas City, June.
- Fenich, G.G. & K. Hashimoto. (1999). "An assessment of some of the economic and social impacts of casino gaming." Invited presentation and testimony at hearings of the Public Sector Gaming Commission in Charlotte (NC) on June 19, 1999.
- Fenich, G.G. (1999). "Using technology to develop a model that improves convention sales." Invited presentation at the annual conference of the International Association of Convention and Visitors Bureaus in Washington, DC, January 1999.
- Fenich, G.G. & Ford, R. (1999): "Universities and CVB's." Invited presentation at the annual conference of the International Association of Convention and Visitors Bureaus in Washington, DC, January.
- Fenich, G.G. (1998). "Communication: how to improve it in your organization." Invited presentation for the New Orleans Hotel & Motel Association, December.
- Fenich, G.G. (1998). "The impact of land based casino development on local food and beverage operations," CHRIE Annual conference in Miami, FL. August. Qualified for Best Paper Award.
- Fenich, G.G., Schaffer, J., McNeill, E. (1998). "Using technology to improve

sales force effectiveness and efficiency." Invited presentation at the annual conference of the International Association of Convention and Visitors Bureaus in Orlando (FL), July.

Fenich, G.G. (1997). "Internal Communication in hotels and restaurants." Invited presentation for the New Orleans Hotel & Motel Association, December.

Fenich, G.G., (1997). "Data base marketing for casinos." Invited presentation at LSU, May.

Fenich, G.G. (1997). "Analysis of the Fiscal Impact of Convention Center Development on Host Communities," CHRIE Annual Conference in Providence, RI.

Hashimoto, K & Fenich, G. (1997). "Riverboat gambling issues." CHRIE Annual Conference in Providence.

Fenich, G.G. & Hashimoto, K. (1997). "Do casinos reduce the number of restaurants?" International conference on gambling and risk taking.

Fenich, G.G. (1996). "An Historical Analysis of Casino Gaming in the U.S." CHRIE Conference.

Hashimoto, K. & Fenich, G. (1996). "People's opinions of Atlantic City versus Las Vegas: A national perspective."  $2^{nd}$  annual gaming educators conference, Las Vegas.

Fenich, G.G. (1995). "A Taxonomy of Convention Center Cities Using Factor Analysis," CHRIE Conference, Nashville, TN.

Fenich, G.G., (1995). "An Image Probe Contrasting Atlantic City and Las Vegas Using Content Analysis of Newspapers." CHRIE Conference in Nashville, TN.,

Fenich, G.G. & Hashimoto, K. (1995). "The Locus of Power: A Comparison of Hotels, Convention Hotels and Casino Hotels." CHRIE conference in Nashville, TN.

Fenich, G.G., (1994). "An Assessment of Occupancy Taxes in the U.S. and Their Implications," CHRIE Conference in Palm Springs, August.

Fenich, G.G. (1994). "What Organizations Contribute to the Vitality of Local Tourism," CHRIE Conference in Palm Springs, August.

Fenich, G.G. & Hashimoto, K. (1994). "An Assessment of Selected Convention Center Characteristics," Symposium of the Hospitality Educators of the Middle Atlantic Region, Penn State University, April.

Hashimoto, K. & Fenich, G.G. (1993). "A Population Ecology Perspective of Atlantic City Casinos." CHRIE Conference in Chicago, August.

Fenich, G.G. (1993). "Towards a Predictive Model of Convention Center Attendance." CHRIE Conference in Chicago, August.

Hashimoto, K. & Fenich, G.G. (1993). "An Introduction to Linear Structural Equation Models." CHRIE Conference in Chicago, August.

Fenich, G.G. (1991). "Accreditation Standards for Two-Year and Four-Year Colleges." Invited presentation at the Annual Fall Meeting of the Hospitality Educators of the Middle Atlantic Region, October.

Fenich, G.G. (1991). "Accreditation, A Critical Issue for Hospitality

Education." Invited presentation at the Fall Conference of the New England Region of the Council on Hotel, Restaurant and Institutional Education in October.

#### Other Contributions and Scholarly Activity

Fenich, G. G. (2010) Faculty Forum: MPI MeetDifferent, Cancun, (March).

Fenich, G.G. (2010) Faculty Task Force: Face to Face, Dallas, (January).

Fenich, G.G. (2009) "A model curriculum for meetings and events". Tshwane University, Pretoria, South Africa, August.

Fenich, G.G. (2009) Student Faculty Advisory Council of MPI, King of Prussia, PA (April).

Fenich, G.G. (December 2008) Invited presentations to the faculties at Fudan University, Shanghai, China.

Fenich, G.G. (December 2008). Invited presentations to the faculties at Shanghai Normal University, Shanghai, China.

Fenich, G.G. (2008/2009). Invited Guest Editor, <u>Journal of Convention and Event Tourism</u>. Special Issue on Legal Issues in the Meetings and Event Industry.

Fenich, G.G. (2009) Contributor to article by H. Levy "Hartford: An Attractive Destination". <u>Journal Inquirer (January 10)</u>.

Fenich, G.G. (2008) Contributor to article "The climate for meetings and conventions in Wilmington (NC)."  $\underline{\text{Wilmington Star (March)}}$ .

Fenich, G.G. (2007) Contributor to article by Terri Hardin "How the new casino mergers and acquisitions are affecting the meetings climate" in  $\underline{\text{Successful}}$  Meetings, February issue.

Fenich, G.G. (2006). Contributor to article by Peter Healy "FelCor Lawsuit" in the Stamford Advocate, December 15.

Fenich, G.G., Alici, M., Silva, P. (2006). Synopsis of A taxonomy for convention cities in Expo, scheduled for September issue.

Fenich, G.G., Alici, M., Silva, P. (2006). Synopsis of A taxonomy for convention cities in  $\underline{\text{Meetings \& Conventions}}$ , June.

Contributor to article by Jane Levere, "Getting Schooled: Colleges Adding Event Courses." In BizBash, April 19, 2006

Fenich, G.G., Alici, M., Silva, P. (2006). Synopsis of A taxonomy for convention cities in Convene, March.

Fenich, G.G., Erdem, M. (2005). Synopsis of Meeting planners convention booking patterns: an exploratory study in <u>Convene</u>, March.

Fenich, G.G. & Hashimoto, K. (2005) "Evidence shows local restaurants thrive after casinos open nearby; Study debunks long-held myths." Casino Enterprise Management. 1,

Contributor to article by Jonathan Vatner, 20 Ways to Cut a Better Deal: Smart negotiating tips for planners. Meetings and Conventions. May 2005.

Editorial Board of the <u>International</u> <u>Journal of Event Management Research</u>, Fall 2004 - present.

Contributor to article by Donna M. Airoldi. "Pursuing An Advanced Degree A Catch-22, Meetings Doctoral Degrees Still Just A Dream." Meeting News, August 2003.

Contributor to article by Donna M. Airoldi, "Educational Catch-22 Interest In Planner Academia Rises, But Supply of professors Is Thin." Meeting News, June 2003.

Contributor to article by Bill Atkinson and June Arney Sun Staff, "Way of picking BACVA chief called flawed." Baltimore Sun, February 16, 2003.

Contributor to article by Richard Lee, Staff Writer, "Trade Event Organizers Fight Fears, Anticipate Trends." Greenwich Time, January 23, 2003.

Contributor to article by Rick Huggles, "Selling Omaha in a buyer's market." World Herald, January 2002.

Appointed as Associate Editor for the Journal Hospitality, Tourism and Leisure Science, Spring 2000.

Editorial Board of the  $\underline{\text{Journal}}$  of  $\underline{\text{Hospitality}}$  and  $\underline{\text{Tourism Research}}$ ,  $\underline{\text{Spring 1999}}$  -  $\underline{\text{present.}}$ 

Appointed as content specialist in casino gaming for refereed paper submissions to the 1999 Annual CHRIE conference.

Editorial Board of the <u>Journal of Hospitality and Tourism Education</u>, Fall 1998 - present.

Co-Chair. Annual Conference of the Association for Casino Education, Atlantic City, April 1998.

Named to the Editorial Board of Praxis, Spring 1998.

Appointed as content specialist in casino gaming for refereed paper submissions to the 1998 Annual CHRIE conference.

Co-Chair.  $2^{\rm nd}$  Annual Association for Casino Education Conference, New Orleans, January 1997.

Editorial Board of the  $\underline{\text{Journal}}$  of Convention and  $\underline{\text{Event Tourism}}$ , Fall 1996 - present.

Invited reviewer for the <u>Journal of Hospitality Research</u> in the area of casino management, 1996-97.

Invited reviewer for the <u>Hospitality and Tourism Educator</u> in area of casino management. Invited reviewer for papers submitted for the 1995 CHRIE conference, casino management content area.

Fenich, G.G. (Contributor). (1994). "Cities: Wild About Convention Centers," <a href="https://doi.org/10.1016/j.jen.2014.10">Atlantic Monthly, Vol 273;4</a>, April, pgs. 28-41.

- Tabak, L. & Fenich, G.G. (Contributor). (1993). "How much do we want their money?: an inside look at the convention business." Ingram's, pp. 29-62. February.
- Berlin, New Hampshire: Defining Its Role in the Northern Forest. September, 1992. Co-authored with Oz Architecture and The Atlantic Group. Three Volumes, 259 pages.
- Schmeidler, M. & Fenich, G.G. (1991, revised 1992). Environmental Negotiation: Experience from the Past, Lessons for the Future. October,  $\overline{\text{C.U.P.R.:}}$  Rutgers University.
- Listokin, D, Fenich, G.G. et al. (1991). Non-Residential Site Plan: Model Ordinance and Commentary. June. New Brunswick, NJ: Center for Urban Policy Research Press. Seminal piece of research in the area of land development for business purposes. (412 pages.)
- Invited as a reviewer for the Journal of Hospitality Research, August 1991.
- Fenich, G.G. & Listokin, D. (1990). Atlantic City Casinos: Economic Significance and Performance. (New Brunswick: CUPR, August 1990) 22 pages. Sponsored by the Casino Association of New Jersey.
- Fenich, G.G. (1989). "The Woodlands"; Book Review. <u>Journal of the American Planning Association</u>. Raleigh: Fall/Winter issue.
- Fenich, G.G. et al. (1989). <u>Self-Study Guide</u>. September (Washington: Accreditation Commission for Programs in Hospitality Administration).
- Listokin, D. & Fenich, G.G. (1989). Analysis of Taxation of Atlantic City  $\underline{\text{Casinos.}}$  (New Brunswick, NJ: CUPR, July 1989), 247 pages. Sponsored by the Casino Association of New Jersey.
- Tanke, M., Fenich, G.G. et al. (1989). <u>Handbook of Accreditation</u>. Washington: Council on Hotel, Restaurant and Institutional Education, July).
- Beaton, P. Fenich, G.G. et al. (1988). The Cost of Government Regulations, Volume I, Impact of Rural Open Space Zoning on Property Values in the New Jersey Pinelands, (New Brunswick, NJ: CUPR, August), 218 pages, Sponsored by the Chesapeake Bay Critical Areas Commission.
- Beaton, P., Fenich, G.G. et al. (1988). The Cost of Government Regulations, Volume II, A Baseline Study for the Chesapeake Bay Critical Areas, (New Brunswick, NJ: CUPR, August) 219 pages. Sponsored by the Chesapeake Bay Critical Areas Commission.
- Listokin, D. & Eanich, G.G. (1988) New Jersey Shore Tourism: Beach Access and Economic Analysis, Fiscal Impact in Borough of Sea Girt, (New Brunswick, NJ: CUPR, August), 76 pages. Sponsored by the State of New Jersey Department of the Public Advocate.
- Beaton, P. & Fenich, G.G. (1988). Living by the Shore: The Impact of Zoning On Housing Costs. Presented this paper at the Conference on the Critical Areas, School of Public Affairs, University of Maryland, June 24, 1988. 53 pages.
- Listokin, D., & Fenich, G.G. (1988). <u>Recreational Beach Fees, Access, and Economic Analysis</u>, (New Brunswick, NJ CUPR, August), 78 pages. Sponsored by the State of New Jersey Department of the Public Advocate.

- Beaton, P. Fenich, G.G. at al. (1987). Determining the impacts of the pinelands protection act of 1979 on the public expenditure of municipalities in the Pineland of Southern New Jersey, (New Brunswick, NJ CUPR, August), 21 pages. Sponsored by the State of New Jersey Department of the Public Advocate.
- Powers, T., Fenich, G.G. (1988). Contributor to casino content area, Fundamentals of Hospitality Management. New York, NY: John Wiley and Sons, May.
- Fenich, G.G. (1978). "Lessons-Why?", <u>Journal of the Professional Ski Instructors of America</u>, Denver, Colorado.
- Fenich, G.G. (1978). "The Value of Instruction in the Ski Industry", <u>Ski</u> Industries of America, Washington, D.C.
- Fenich, G.G. (1979). "A New Format for Training Courses",  $\frac{Professional\ Ski}{Teacher}$ , Albany, New York.

#### GRANTS and FUNDED RESEARCH

- 2010 \$1.2 million from the Government of India to develop training programs for the Commonwealth Games, in conjunction with Pearson: Prentice/Hall and IndiCan, (January), not funded.
- 2010 \$350 from MPI, Annual Meeting Scholarship, January, funded.
- 2009 \$22,000 from MPI Foundation to study meeting content delivery preferences of the millennial generation, with G.C. Ogbeide & S.S. Halsell, pending.
- 2009 \$450 from MPI, Annual Meeting Scholarship, July, funded.
- 2009 \$13,937 from PCMA Foundation to study the value of face to face meetings and conventions. Submitted March not funded.
- 2009 \$13,937 from MPI Foundation to study the spending patterns of attendees at meetings and conventions. Submitted March not funded.
- 2009 \$9,891 from Japan Foundation Center for Global Partnership, "Global Casino Development, Addiction Issues, and Responsible Gaming", with K. Hashimoto and S. Burke (April) not funded.
- 2009 \$250,000 from USAID through University of Florida, to development meetings and events curriculum in South Africa, part of research team.
- 2009 \$15,000 research start up grant from ECU.
- 2009 \$8,000 summer graduate student support grant from ECU.
- 2008 \$2,000 from Shanghai Normal University to be keynote speaker at the International Conference on Meetings and Events (December).
- 2008 \$16,000, Proposal to study the meetings and conventions academic offerings throughout the world. Submitted to the Destination Marketing Association International, (pending).
- 2008 \$4,000 from U.S. Government through ECU to study destination management organizations in Japan, (pending).

- 2007 \$4,000 from the Baltimore Convention and Visitors Bureau. Principal investigator of destination attractiveness.
- 2007 \$4,000 from the Indianapolis Convention and Visitors Bureau. Principal investigator of destination attractiveness.
- 2007 \$25,000 from Rutgers University to study feasibility of a convention center in the New Jersey Meadowlands. Co-principal investigator.
- 2006 \$18,000 from the St. Louis Convention and Visitors Commission. Principal investigator to continue the convention bookings model.
- 2005 \$30,0000 from the Greater New Orleans Metropolitan Convention and Visitors Bureau. Principal investigator in continued development of a convention bookings model..
- 2005 \$18,000 from the St. Louis Convention and Visitors Commission. Principal investigator to develop a convention bookings model and environmental analysis.
- 2004 \$400,000 from State of Louisiana. One of the research team to undertake tourism satellite accounting for the state.
- 2004 \$30,0000 from the Greater New Orleans Metropolitan Convention and Visitors Bureau. Principal investigator in continued development of a convention bookings model.
- 2004 \$175,0000 from the Greater New Orleans Metropolitan Convention and Visitors Bureau. Co investigator of tourism policies, profile and impacts.
- 2004 \$1,200 from the Greater Kansas City Convention and Visitors Bureau. Principle Investigator in analysis of convention room night productivity
- 2003 through 2004 \$18,000 from the St. Louis Convention and Visitors Commission. Principal investigator to develop a convention bookings model and environmental analysis.
- 2003 \$2,000 Greater Kansas City Convention and Visitors Bureau. Principal Investigator in research on the impact of conventions.
- 2003 \$175,0000 from the Greater New Orleans Metropolitan Convention and Visitors Bureau. Co investigator of tourism policies, profile and impacts.
- 2003 \$22,500 from the City of Houston, TX. Principal investigator to analyze the organizational structure of convention and public entertainment facilities.
- 2003 \$30,0000 from the Greater New Orleans Metropolitan Convention and Visitors Bureau. Principal investigator in continued development of a convention bookings model.
- 2003 \$30,000 from the Baton Rouge CVB. Co-Principal investigator to create a visitor profile and undertake meetings planners research.
- 2002 \$175,0000 from the Greater New Orleans Metropolitan Convention and Visitors Bureau. Co investigator of tourism policies, profile and impacts.
- 2002 2005 \$60,000 from the Greater Kansas City Convention and Visitors Bureau. Principal Investigator in developing a convention bookings model.

- 2002 \$30,0000 from the Greater New Orleans Metropolitan Convention and Visitors Bureau. Principal investigator in continued development of a convention bookings model.
- 2001 \$30,0000 from the Greater New Orleans Metropolitan Convention and Visitors Bureau. Principal investigator in continued development of a convention bookings model.
- 2000 \$6,000 from College of Business Administration at the University of New Orleans to operationalize a framework for assessing city attractiveness for conventions.
- 2000 \$30,0000 from the Greater New Orleans Metropolitan Convention and Visitors Bureau. Principal investigator in continued development of a convention bookings model.
- 1999 \$5,000 from the Ernest Morial Convention Center in New Orleans. Secondary investigator for a study of meeting planners' perceptions of policy issues in convention centers.
- 1999 \$ 650 from Harrah's Corporation to fund travel to present research findings at the Public Sector Gaming Commission.
- $1999\,$   $\$6,000\,$  from College of Business at the University of New Orleans to study the economic impact of Native American casinos on restaurants outside the reservation.
- 1999 2001 \$60,000 from the Greater Kansas City Convention and Visitors Bureau. Principal Investigator in developing a convention bookings model.
- 1999 \$30,0000 from the Greater New Orleans Metropolitan Convention and Visitors Bureau. Principal investigator in continued development of a convention bookings model.
- 1999 \$50,000 from the Ernest Morial Convention Center in New Orleans. Secondary investigator for a study of meeting planners' media consumption habits.
- 1998 \$30,0000 from the Greater New Orleans Metropolitan Convention and Visitors Bureau. Principal investigator in continued development of a convention bookings model.
- 1998 \$6,000 from College of Business at the University of New Orleans to study the economic impact of riverboat casino development on local food service businesses.
- 1997 \$30,0000 from the Greater New Orleans Metropolitan Convention and Visitors Bureau. Principal investigator in continued development of a convention bookings model.
- 1997 \$6,000 from College of Business at the University of New Orleans to study the impacts of non-Native American land based casino development on restaurants.
- $1996\ -\ \$30,0000$  from the Greater New Orleans Metropolitan Convention and Visitors Bureau. Principal investigator in development of a convention bookings model.
- 1996 \$6,000 from the College of Business at the University of New Orleans to

assess the tax impact of convention centers in selected cities.

1994 - \$3,000 from New York City Technical College to study and develop an upper level curriculum in Tourism.

1992 - \$60,000 from Berlin Economic Development Corporation.

Co-principal investigator in study of tourism policies in Northern New Hampshire.

1991 - \$25,000 from the H.S.M.G. Part of team studying negotiating approaches of industry.

1991 - \$3,400 from Fairleigh Dickinson University. Principal investigator in study of convention centers, Part I.

1990 - \$3,400 from Fairleigh Dickinson University. Principal investigator in study of convention centers, Part II.

1990 - \$50,000 from the State of New Jersey. Part of team studying non-residential land development.

1990 - \$7,500 from the New Jersey Casino Association. Principal investigator in study of economic impact of New Jersey Casinos.

 $1989\,$  -  $\$75,000\,$  from New Jersey Casino Association. Part of team studying taxation of the casino industry.

1988 - \$25,000 from the State of New Jersey. Co-Principal investigator in study of beach access and the value of shore tourism.

1987 - \$125,000 from the Chesapeake Bay Critical Areas Commission. Part of team studying impact of development regulations on land values along the New Jersey Shore.

Grant Submissions not funded

2007 - \$9,800 to the Professional Convention Management Association to study demographics of meeting attendees. With M. Weber, M. Taylor, J. Chandler.

2007 - \$12,000 to the Professional Convention Management Association to study meeting attendee learning styles. With M. Weber, M. Taylor, J. Chandler.

#### PROFESSIONAL DEVELOPMENT

Meeting Professionals International, MeetDifferent Conference, Cancun Mexico, February 2010.

Professional Conference Management Association, Annual Conference, Dallas, January 2010.

Destination Marketing Association International, Annual Conference, Atlanta, July 2009.

Meeting Professional International, World Education Conference, Salt Lake City, July 2009

Tourism Research Association of Japan Conference in Tokyo, Japan, April 2009.

Japan Gaming Association Conference in Osaka, Japan, April, 2009.

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MPI Carolina's Chapter meeting in Raleigh, March 2009

PCMA annual conference in New Orleans, January 2009

Regional conference on hospitality industry, Hartford CT, January 2009.

DMAI annual conference in Las Vegas, July 2008

CHRIE annual conference in Atlanta, July 2008

International Conference on MICE Education, Shanghai China, December 2008.

PCMA Annual Conference in Seattle, January 2008.

SECHRIE conference in Hilton Head, October 2007.

CHRIE Annual Conference in Dallas, July 2007.

DMAI Annual Conference in Pittsburgh, July 2007.

PCMA leadership conference on Orlando, April 2007.

National Science Foundation, Grant Writing Workshop at Tulane University, March 2007.

PCMA annual convention in Toronto, January 2007.

CHRIE annual convention in Washington, July 2006.

Destination Marketing Association International (formerly IACVB), annual convention in Austin, July 2006.

Leadership Conference, Professional Convention Management Association, June 2006.

Association of Convention Operations Management (ACOM) May 2006.

PCMA Annual conference in Philadelphia, January 2006.

HMAI (was IACVB) Annual conference, July 2005.

CHRIE Annual convention in Las Vegas, July 2005.

PCMA annual convention in Honolulu, January 2005.

Global Gaming Expo, October 4-7, 2004: Las Vegas, NV.

Gulf States Chapter conference, PCMA, September 1, 2004: New Orleans.

CHRIE Annual convention in Philadelphia, summer 2004.

IACVB Annual convention in Boston, summer 2004.

PCMA leadership conference in New York, April 2004.

PCMA annual convention in Indianapolis, January 2004.

CHRIE Annual Convention in Palm Springs, summer 2003.

IACVB winter conference in Orlando, January 2004.

CHRIE annual convention in Orlando, summer 2002.

Seminar on Dreamweaver and web site development, UNO, Spring 2002.

Annual convention of the Professional Convention Management Association held in Nashville in January 2002.

Seminar on HTML, UNO Fall 2001.

Seminar on BlackBoard, UNO Fall 2001.

CHRIE annual conference held in Toronto, August 2001.

Seminar on BlackBoard, UNO Spring 2001.

Annual convention of the Professional Convention Management Association held in Miami in January 2001.

11th Conference on Gaming and Risk Taking held in Las Vegas, June 2000.

Annual Graduate Hospitality Conference held in Houston, January 2000.

Annual convention of the Professional Convention Management Association held in San Francisco in January 2000.

International Gaming and Wagering conference held in Las Vegas, September 1999.

CHRIE annual conference held in Albuquerque, NM, August 1999.

International Association of Convention and Visitor's Bureaus, Mid-Winter Educational Meeting in Washington, January 1999.

CHRIE Annual Conference held in Miami, August 1998.

International Association of Convention and Visitor's Bureaus, Annual Convention in Orlando, July 1998.

Improving teaching effectiveness. Two-day workshop sponsored by the College of Business at UNO.

CHRIE Annual Conference held in Providence, August 1997.

10th Conference on Gaming and Risk Taking, Montreal, May 1997.

ASAE Conference in New Orleans, January 1997.

CHRIE Annual Conference held in Washington, August 1996.

2nd Annual Gaming Educators Conference, held at the University of Nevada-Las Vegas in May of 1996.

Southern Gaming Summit held in Gulfport/Biloxi MS. In April 1996.

Police Officers Gaming Seminar, held at the Casino Careers Institute of Atlantic City, October 20-25, 1995.

Quality Management in Hospitality Education, Seminar at the Culinary Institute of America in October 1995.

Diversity in Hospitality, A Practitioners Approach, Seminar at Cheyney University, PA, April 1995.

Conventions and Convention Hotels: New In Philadelphia, Drexel University, Philadelphia, PA, March 1995.

Hospitality Recruiting by Academic Programs: Practices and Problems, Niagara University, October 1994.

Writing Across the Curriculum, Fairleigh Dickinson University, November 1993.

Seminar on Teaching Communications, Fairleigh Dickinson University, October, 93

Workshop on Diversity, Fairleigh Dickinson University, March, 1993.

Invited Discussant: "Casinos and Careers." Caesars's Atlantic City, January 1993.

Seminar on Diversity, Fairleigh Dickinson University, January, 1993.

"An Alternative Learning Center: What It Is, What It Is Not," Seminar presented by the Hospitality Educators of the Middle Atlantic Region, September 1993.

"Conventions, Convention Centers and C.V.B.'s, "Seminar presented by the Hospitality Educators of the Middle Atlantic Region, Widener University, December 1992.

"What Should Students Know: An Educators Perspective," Seminar presented by the Hospitality Educators of the Middle Atlantic Region, S.U.N.Y. Morrissville, May 1992.

"What Does the Industry Want Us to Teach Our Students For The 90's?" One-day seminar presented by the Hospitality Educators of the Middle Atlantic Region, January 1992.

"Developing Student Organizations." One-day seminar presented by the Hospitality Educators of the Middle Atlantic Region, December 1990.

"User Friendly Computer Programs for Food & Beverage Education and Training" One day seminar presented by the Hospitality Educators of the Middle Atlantic Region, February 91.

Discussant, Annual Fall Meeting of the Hospitality Educators of the Middle Atlantic Region. October 1991 in Ocean City, Maryland.

Annual Fall Conference of the New England Region of the Council on Hotel, Restaurant and Institutional Education, October, 1991 in Providence, Rhode Island.

#### Professional Society Memberships

Council on Hotel, Restaurant and Institutional Education.

Meeting Planners International.

Professional Convention Management Association.

Destination Marketing Association International (formerly IACVB).

Association for Casino Education (1990 - 2000).

Accreditation Commission for Programs in Hospitality Administration (ACPHA) [1986 - 1996].

#### Other Activity

Destination Attractiveness Analysis for Charlotte, NC, 2010.

Destination Attractiveness Analysis for San Antonio, 2010.

Destination Attractiveness Analysis for Louisville, KY, 2009.

Destination Attractiveness Analysis for Lexington, KY, 2009.

Expert witness, Marriott Corporation, 2006.

Volunteer for Jefferson Parish Arts Society, Spring 2006.

Volunteer for Nature Conservancy, 2006.

Represented School of HRTA at the hello UNO program for new graduate students, August  $2\dot{0}05$ .

Expert Witness, Marriott Corporation, 2003.

Invited presenter, workshop for the Hospitality Lawyers Association held in New Orleans, May 2000.

Workshop leader, Inter-departmental communications. Greater New Orleans Hotel & Motel Association, December 1999.

Workshop leader, "Internal marketing and communications." Greater New Orleans Hotel & Motel Association, October 1998.

Workshop leader for Logan Farms Annual corporate meeting, Spring 1998.

Expert Witness, Fairmont Hotel, 1997.

Workshop Leader, "Data base marketing for casinos," LSU, April 1997.

Workshop Leader, "Internal Communications," Greater New Orleans Hotel & Motel Association, October 1996.

Co-Editor, Annals of the Association for Casino Education (ACE), 1995-present.

Assessment of Casino curricula: visitation and interviews with W. Eadington at University of Nevada, Reno; V. Eade, Casino Institute, U.N.L.V., 1994.

Reviews of casino operations and designs: Las Vegas, Reno, Lake Tahoe, Tucson, 1994; Oneida, NY 1994; Ledyard, CT 1993; Atlantic City, 1985-1995; Monte Carlo, 1986; Garmish Germany, 1987, Puerto Rico, 1983.

Member, Front Office Educators Skill Development Panel, New Jersey Department of Education, 1993-94.

Participant, "Faculty Forum: Salute to Excellence." Sponsored by the National Restaurant Association. May, 1992.

Hospitality Educators of the Middle Atlantic Region, October 1991.

Expert Witness, Fan Jet Snowmaking Company, 1980.

Expert Witness, Powder Ridge Resort, 1978.

#### MAJOR AREAS OF RESEARCH INTEREST

- A. Economic impact of conventions and convention centers.
- B. Casino operations and economic impact.
- C. What makes cities attractive for visitors.

#### PROFESSIONAL ACTIVITIES

#### National & International Level:

Trustee, MPI Foundation, July 2010 - present.

Chair, MPI Faculty Task Force, July 2009 - June 2010.

Chair, Faculty Division of the Student Faculty Advisory Council, MPI, 2009.

Member of Board of Directors, BVHA, 2009 - on.

Invited to Editorial Board, Convene, 2009 - present.

Member, MPI, 2008 present.

Chair, Faculty Task Force of DMAAI, 2008 - present.

Invited member, Student Faculty Advisory Council of DMAI, 2008 - present.

Reviewer for Tenure for Miyoung Jeong, University of Massachusetts, 2008.

Invited member: Student Educator Advisory Committee [SEAC], DMAI, 2006 - present.

Invited member: ICHRIE Blue Ribbon Panel on Conferences, 2006/2007.

Invited member: Industry Research Committee, PCMA, January 2007 - 2008.

Reviewer for promotion of Deborah Breiter to full professor, University of Central Florida, 2006.

Invited member: Destination Marketing Association (DMAI was IACVB) Faculty Student Advisory Committee, January 2006 - present.

Member, DMAI January 2006 - present.

Chair, Meetings, exhibitions, events and conventions Shared Interest Group (SIG) for CHRIE, July 2005 - present.

Invited member, PCMA Award Committee, March 2005 -2006.

Invited member, Core Competency Task Force, PCMA, spring 2005 - present.

Reviewer for Promotion and Tenure for Chris Roberts, University of Massachusetts, 2005.

Master's Thesis, Committee member for Liung Chiang 'Danny' Chiuan, 2005.

Invited member, Faculty Task Force, Professional Convention Management Association, 2004 - present. One of only ten faculty in the world invited to participate.

Reviewer for Promotion to Full Professor for Sandra Strick, University of South Carolina, 2004.

Master's Thesis, Committee member for Sallie DuPont, 2004.

Chair, Faculty Shared Interest Group, PCMA, 2004 - 2006.

Invited Member, Focus Group of Educators for the Convention Industry Council, Accepted Practices Exchange, August in Orlando.

Reviewer for promotion to full professor for Cathie Price, University of Southern Mississippi, 2003.

Member, National Planning Committee, Professional Convention Management. Association, 2003 to present. First faculty member to ever be appointed to this position.

Member, Faculty Student Work Group, PCMA, 2002-2003.

Reviewer for promotion and tenure for Emory Trowbridge, University of New Hampshire, 2002.

Member, Doctoral Dissertation Committee for John Mellon.

Advisor, 2000, U.S. Agency for International Development (USAID). Month long assignment working with food service operators in Chelyabinsk and Ekateringburg, Russia.

Advisor, 1999, U.S. Agency for International Development (USAID). Month long assignment working with food service operators in Nishny Novgorod, Russia.

Co-Chair, 3<sup>rd</sup> Annual Casino Educators Conference in Atlantic City, 1998.

Co-Chair, 2<sup>nd</sup> Annual Casino Educators Conference in New Orleans, 1997.

Member, Professional Convention Management Association, 1996 - present.

Co-Chair, 1st Annual Casino Educators Conference in Atlantic City, 1996.

Chair, ACPHA Site Visitation to Marywood College, 1994.

Secretary / Treasurer for the Association for Casino Education, 1994-2001: Co-founder, Association for Casino Education (A.C.E.), 1994.

Advisor to Irish Government on Convention Center Development. 1995.

Chair, ACPHA Site Visitation to Virginia State University, October 1994.

Faculty Development as a member and an Officer of the Accreditation Commission for Programs in Hospitality Administration; 1989-1994, member of Accreditation Formation Committee, 1986-89.

Chair, ACPHA Site Visitation to Western Illinois University, 1992.

Chair, ACPHA Site Visitation to University of North Texas, 1992.

Co-Founder, Accreditation Commission for Programs in Hospitality Administration (ACPHA), 1990.

Secretary/Treasurer, Accreditation Commission for Programs in Hospitality Administration (ACPHA), 1990-1993.

Member, Committee on Accreditation for CHRIE, 1987-1991.

Member, Council of Hotel, Restaurant, and Institutional Educators, 1986-present.

Member, Hotel Sales Marketing Association; 1988-1991.

Member, American Association of Individual Investors, 1983-pres.

Member, Professional Ski Instructors of America, 1973-1991; Board of Directors of Eastern Chapter 1978-78 & 1982-83; Chair of their Marketing Committee 1978-79

Chair of their Strategic Planning Committee, 1982-83

#### Regional, State and Local Level:

Chair, Assessment Committee of HMGT, 2009 - present.

Member, faculty search committee, Department of Hospitality Management, ECU, 2007 - present.

Member, curriculum committee, Department of Hospitality Management, ECU, 2007 - present.

Member, Tenure and Promotion Committee, Department of Hospitality Management, ECU, 2007 - present.

Member, College of Business Administration at UNO, awards committee, 2005 to present.

Served on University of New Orleans Senate, 2003-2005.

Chair, College of Business Undergraduate Program Committee at the University of New Orleans, 2001-2005.

Graduate Program Coordinator, School of Hotel, Restaurant and Tourism Administration, UNO, 2003-2005.

Member, search committee for Director of School of HRTA, UNO. 2005.

Member, search committee for new faculty for School of HRTA, UNO, 2005.

Member, SKAL, 2004-present, at-large member of Board, 2006-present.

On the Board of the Lindy Boggs Conference Center at UNO, 2002-present.

Member, search committee for Director of School of HRTA, UNO, 2001.

Member, search committee for new faculty for School of HRTA, UNO, 2002.

Member, search committee for new faculty for School of HRTA, UNO, 2000.

Member, University of New Orleans Undergraduate Curriculum Committee, 2001.

Served on College of Business Undergraduate Program Committee at the University of New Orleans, 1996, and 1999-2005.

Faculty Advisor, UNO student chapter of PCMA, 1996-present (founder of chapter).

Member, Gulfstates Chapter of PCMA, 1996 - present.

Chair, Honors Thesis for research by E. Soto entitled Electronic systems in hotel front office at Fairleigh Dickinson University, May 1994.

President, Hospitality Educators of the Middle Atlantic Region, 1994-1995.

Vice President, Hospitality Educators of the Middle Atlantic Region, 1993-94.

Treasurer, Hospitality Educators of the Middle Atlantic Region, 1992-93.

Member, Consortium of Hospitality and Tourism Educators: Advisors to the New Jersey Division of Travel and Tourism, 1991-1993.

Advisor to the State of New Jersey on research relating to travel and tourism and, at their request, advised the Yugoslav government regarding the design of tourism research.

Member, Hospitality Educators of the Middle Atlantic Region, 1987-1995.

Member, Gateway Tourism Council, 1985-1898; served on Brochure Committee 1987-89.

Member, Travel and Tourism Research Association, 1985-87.

#### NON ACADEMIC WORK EXPERIENCE

Principal, Fenich & Associates, 2000 - present.

Partner, Trends Analysis Projections LLC, 2004 - January 2007.

Associate, Atlantic Group Consulting, 1991 - 1995.

General Manager, Hidden Valley Resort (NJ), 1983 - 85.

Business Manager, Zemel Brothers Inc. (CT), 1978 - 1983.

Partner, Sensei-Associates Consulting, 1918 = 2000.

Assistant General Manager, Shawnee Resort (PA), 1976 - 1978.

Greek Peak Resort (NY): Summer program director, Ski School Sales Director, Ski School Supervisor, 1971 - 1978.

# HONORS, AWARDS

Awarded certificate of appreciation, MPI,2009.

Awarded certificate of appreciation, PCMA, 2010.

Keynote Speaker, International Conference on Meetings & Events held in Shanghai China, December 2008.

Awarded scholarship to attend PCMA annual convention in Philadelphia: covered registration, lodging, and airfare, January 2005.

Awarded "Outstanding Faculty Advisor," UNO College of Business Administration, April 29, 2005.

Awarded "Educator of the Year" by the Professional Convention Management Association, January 2005. Only the sixth academic to receive this award in the 15 years it has been in existence.

Awarded Faculty Advisor of the year, College of Business Administration, April 2005.

Awarded certificate of appreciation in recognition of my teamwork, commitment and contributions to the Professional Convention Management Association, 2005.

Awarded "Professor of the Year" by the College of Business Administration at the University of New Orleans, April 2004.

Awarded certificate of appreciation in recognition of my teamwork, commitment and contributions to the Professional Convention Management Association, 2004.

Awarded certificate of appreciation in recognition of my teamwork, commitment and contributions to the Professional Convention Management Association, July 2003.

Awarded "Teacher of the year," by the College of Business at the University of New Orleans, May 2002.

Awarded certificate of appreciation by the Citizens Democracy Corps for my help in strengthening Russia's economy, democratic structure, and relations with the United States, July 2000.

Awarded certificate of appreciation by the Citizens Democracy Corps for my help in strengthening Russia's economy, democratic structure, and relations with the United States, March 2000.

Awarded Researcher of the year, by the College of Business at the University of New Orleans, May 1999.

Awarded Faculty Advisor of the Year, by the College of Business at the University of New Orleans, May 1999.

Awarded a plaque by HEMAR "For Dedication and Activities Performed for the Improvement of Hospitality Education," November 1995.

Awarded a certificate in appreciation for efforts enhancing diversity by the Korean Graduate Student Association at FDU, Fall 1995.

Awarded a plaque by CHRIE "For Efforts to Advance Professionalism in the Hospitality and Tourism Industry Through Education and Training," Fall 1995.

Awarded a plaque in appreciation for service, and as a founder of the Accreditation Commission for Programs in Hospitality Administration. Awarded by the Council of Hotel, Restaurant, and Institutional Education (CHRIE) 1994.

Awarded certificate of appreciation, Honors Program, Fairleigh Dickinson University, 1994.

Awarded, Certificate of Appreciation, City of Berlin, New Hampshire for work on tourism development and physical planning project, 1993.

Awarded, "Best Planning Project" by the New England Chapter of the American Planning Association for Berlin, New Hampshire: Defining Its Role in the Northern Forest, 1993.

Awarded plaque by the Hospitality Educators of the Middle Atlantic Region for service and as a Director of the region, August 1993.

Awarded plaque for Support and Contribution to the Field of Hospitality Education by the New England Region of the Council on Hotel, Restaurant and Institutional Education; October 1991.

Included in Who's Who in New Jersey: 1992.

Nominated for Fairleigh Dickinson University Distinguished Faculty Award for Service; Spring 1990.

#### KATHRYN HASHIMOTO

# **EDUCATION:**

Ph.D. University of New Orleans

Major: Education, Curriculum & Instruction, 1999

Dissertation: Developing a national gaming management certification:

An examination of gaming class product life cycles, core subjects, and industry needs assessment

M.A. Fairleigh Dickinson University

Major: Psychology - Theoretical, 1997

Ph.D. Century University

Major: Marketing, 1993

Dissertation: Different perceptions between Americans and Japanese when viewing images of nature in print advertisements.

MBA- Fairleigh Dickinson University,

Second Major: Marketing, 1987

M.B.A. Rensselaer Polytechnic Institute

Major: Management, 1983

B.M. Ithaca College

Major: Music, 1972

#### Certifications

"Police Officers' Gaming Seminar" Certificate. Casino Career Institute, Atlantic City, NJ, 10/95.

Spectravision Training Certificate. Spectravision, Dallas, TX, 8/94.

"An Introduction to Using Microcomputer Applications in the Marketing Curriculum." AACSB Certificate, Provo, UT. 6/87.

"Institutional Development for Non-Profits." The Hartford Graduate Center, Hartford, CT. Certificate. 9/82-12/82.

Full Certified, Professional Ski Instructors of America, 1976.

Associate Certified, Canadian Ski Instructors Association, 1973.

Provisional Teaching Certificate, New York State Board of Regents, 1972.

#### **Special Training**

"Commercial Art and Advertising Design." Connecticut Art & Design Institute, Wethersfield, CT. 8/82.

#### **EXPERIENCES**

#### **Full-Time Faculty**

4/08

Tenured, Associate Professor & Graduate Faculty, School of Hospitality Management, East Carolina University, NC.

7/07-	Tenured, Associate Professor, School of Hospitality Management, East Carolina University, NC.
9/04-5/07	Tenured, Associate Professor & Graduate Faculty , School of Hotel Restaurant & Tourism, University of New Orleans
9/00-5/04	Assistant Professor & Graduate Faculty Status, School of Hotel,
	Restaurant & Tourism University of New Orleans, New Orleans, LA
1/96-5/00	Lecturer, School of Hotel, Restaurant & Tourism University of New
	Orleans, New Orleans, LA
9/89-5/94	Assistant Professor, Marketing Monmouth University, West Long
	Branch, NJ
9/88-5/89	Visiting Lecturer, Marketing Rider University, Lawrenceville, NJ
9/85- 8/88	Assistant Professor, Marketing, Rowan State College, Glassboro, NJ
9/84-9/85	Visiting Lecturer, Business College of St. Elizabeth, Convent Station,
	NJ

# **Adjunct Faculty**

9/95-12/95	Recreation/Tourism Studies Montclair State University, Montclair, NJ
1/85-5/85	Marketing Jersey City State College, Jersey City, NJ
1/84-5/85	Business Bergen Community College, Paramus, NJ

# **Professional Experiences**

	2/07-4/07	Temple University, Philadelphia, PA  Develop feasibility study to assess and offer suggestions on creating gaming programs at the certificate, undergraduate, master's, and doctoral level. In addition, explore options for executive training and gaming research institute.
	1/07	Harrah's New Orleans Harrah's trained trainer for corporate Asian "Cultural Awareness Training"
	1/05 -1/09	Prentice Hall Publishers Asked to organize and write a series of books on casino management for proprietary schools and casino training
part of the Control o		Harran's New Orleans
	·	Organizer and (trainer for 2 management classes) for Harrahs Incumbent Worker Program collaboration with UNO – Restaurant Certificate Program
	03- 05	Casino Enterprise Management Education Periodical, WI Write regular column on service and hospitality management in casinos
	02-03	Harrah's New Orleans Analyze Asian market, create training module and train employees in Asian protocol
	05-01-8-01	Marriot Hotel New Orleans

	created, analyzed, wrote report for determining employee
99-00	satisfaction & service culture Consultant-Citizens Democracy Corp, Washington, D.C. Assignments to former Eastern Bloc Countries Nishny Novgorod-3 weeks-12/99- Triumph Organization -F&B
	multi-unit, training & strategic marketing design Chelyabinsk-2 weeks-5/00
	1) Ural Business Institute - taught tourism class;
	<ol> <li>F&amp;B managers-6 4-hr workshops;</li> <li>casino owners &amp; managers - 6 4-hr workshops;</li> </ol>
	4) individual advise to Yellow Lake Resort
	Ekateringburg-1 week-6/00 1)Small Business Consulting - 6-hr workshop for F&B
	mgrs;
	<ol><li>6-hr workshop for casino operators;</li></ol>
	Individual advise to Old Grand Piano restaurant     Individual consulting to Head
94-	<ul> <li>4) Individual consulting to Hotel</li> <li>Co-founder &amp; President A.C.E. (Association for Casino Education)</li> </ul>
0 1	non-profit for training and dissemination of information on
	casinos, curriculum and course consulting
94-96	Training Consultant - Spectravision, Plano, TX
	training hotel employees
83-	Consultant-Sensei Associates
78-80	marketing and training consultant to service industry Assistant Manager, Powder Ridge Ski Area, Middlefield, CT.
70 00	Planned sales and promotions. Sold group sales. Organized
	and trained 60 person ski school. Coordinated summer
	outings, food service and special events. Banquet chef.
77-78	Department Manager, Timber Hill Ski Area, Canadensis, Pa.
	Training and scheduling for 12 person ski school. Organized
76-77	ski school bookkeeping. Sales and Marketing, Shawnee Ski Area, Shawnee on Delaware, PA
	Sold hotel and ski area packages and condominiums.
71-76	Greek Peak Ski Area, Cortland, NY.
74	Training and sales and promotions,
74	Food Service Manager, Dark Horse Tavern, Cortland, NY.  Designed and organized the food service operation for new
	bar-restaurant. Increased food operation to 90% of daytime
	capacity and 50% of evening within 6 weeks.
71-74	Food & Beverage Server, Howard Johnson's Restaurant, Ithaca, NY.
	Responsible for sales, service, cash receipts, bar, dessert
70	preparation. Day Manager, Mr. Donut, Ithaca, NY.
. 0	Responsible for supplies, sales, cash receipts and general
	operations.
68-70	Head Server, Azuma Restaurant. Ithaca, NY.

# SCHOLARLY AND CREATIVE PRODUCTIVITY

#### **Textbooks**

Brymer, R. & Hashimoto, K. (2008) <u>Hospitality: An Introduction</u> 13<sup>th</sup> edition, Dubuque, IA: Kendall-Hunt Publishers.

Hashimoto, K. (2009) <u>Casino Marketing: Theories and Applications</u>, Columbus, OH:Prentice Hall.

Williams, D. & Hashimoto, K. (2009) <u>Casino Gaming Methods: Games, Probabilities, and Controls</u>. Columbus, OH: Prentice Hall.

Durham, S. & Hashimoto, K. (2009) <u>The History of Gaming in America: Balancing Costs and Benefits of Legalized Gambling</u>, Columbus, OH: Prentice Hall.

Durham, S. & Hashimoto, K. (2009) <u>Casino Financial Controls: Tracking the Flow of Money</u>, Columbus, OH: Prentice Hall.

Roberts, C. & Hashimoto, K. (2009) <u>Casinos: Organization and Culture</u>. Columbus, OH: Prentice Hall.

Hashimoto, K., writer & ed (2008) <u>Casino Management:</u>: A <u>Strategic Approach</u>, Columbus, OH: Prentice-Hall.

Brymer, R. & Hashimoto, K. (2007) <u>Hospitality and Tourism</u>, 12<sup>th</sup> edition, Dubuque, IA: Kendall-Hunt Publishers.

Hashimoto, K. & Fenich, G.G. (2007) <u>Casino Dictionary: Gaming and Business Terms</u>. Prentice Hall Publishing.

Hashimoto, K., Kline, S., & Fenich, G.G., eds. (1998) Casino Management: Past,

<u>Present & Future</u>: Kendall/Hunt Publishing.

Hashimoto, K., Kline, S., & Fenich, G.G., eds. (1995) <u>Casino Management for the 90s</u>. Kendall/Hunt Publishing.

Fenich, G.G. & Hashimoto, K. (1996) <u>Casino Management Dictionary:</u> <u>Terms and Language for Managers</u>. Kendall/Hunt Publishing,

#### **Book Chapters**

Hashimoto, K. (2009) "International Gaming Industry." In Chon, H. & Maier, T. Welcome to Hospitality: An Introduction. 3<sup>rd</sup> Edition. Clifton Park, NY: Delmar Publishers.

Hashimoto, K. (2009) "Casino Culture." In Roberts, C. & Hashimoto, K. Casino Operations and Culture, NJ: Prentice-Hall.

Hashimoto, K. & Maunder, M. (2009) "Baccarat." In Williams, D. & Hashimoto, K. Casino Gaming Methods: Games, Probabilities, and Controls. NJ: Prentice Hall.

Hashimoto, K. & Brymer, R. (2008) "Introduction". In Brymer, R. & Hashimoto, K <u>Hospitality: An Introduction</u> 13<sup>th</sup> edition, Dubuque, IA: Kendall-Hunt Publishers. Hashimoto, K. (2008) "Advances in casino marketing research" in Haemoon, O, ed. <u>Handbook of Hospitality Marketing Management, Amsterdam:</u> Elsevier Press. 524-536.

Hashimoto, K. (2008) "Casino Promotions." In <u>Casino Management: A Strategic Approach</u>. Hashimoto, K. ed.: NJ: Prentice Hall.

Hashimoto, K. (2008) "Casino Culture and Technology." In <u>Casino Management: A Strategic Approach</u>. Hashimoto, K. ed.: NJ: Prentice Hall.

Hashimoto, K. (2008) "Introduction." In <u>Casino Management: A Strategic Approach</u>. Hashimoto, K. ed.: NJ: Prentice Hall.

Hashimoto, K. (2007) Casinos. In <u>Hospitality and Tourism</u>,  $12^{th}$  edition. R. Brymer & K Hashimoto, eds. Kendall-Hunt Publishers.

Brymer, R. & Hashimoto, K. (2007) Introduction. In <u>Hospitality and Tourism</u>, 12<sup>th</sup> edition. R. Brymer & K Hashimoto, eds. Kendall-Hunt Publishers

Hashimoto, K. & Lehu, J.M. (2006) "Students International Collaboration Project (SICP): A Cross Cultural Project Using Virtual Teams To Learn Communication Styles" in Teaching and Learning with Virtual Teams, S.P. Ferris & S.H. Godar, eds., Idea Group Publishers. Pg. 221-245.

Fenich, G. & Hashimoto, K. (2004) "Conventions and Casinos" in <u>Current Issues in Convention and Exhibition Facility Development</u> by Robert Nelson, Editor. The Haworth Press: summer: 63-80.

"Focus on Casinos." (2004) In John Walker, <u>Introduction to Hospitality</u>, Prentice Hall Publications.

"Casinos." (2003) In R.A.\_Brymer, ed. <u>Hospitality & Tourism</u>, Kendall/Hunt Publishing, 193-202.

"Casino Operations." (2001) In R.A. Brymer, ed <u>Hospitality & Tourism: An Introduction to the Industry</u>, Kendall/Hunt Publishing.

"Casino Operations and Management." (1999) In R.A. Brymer, ed. <u>Hospitality</u> & Tourism: 9th edition, Kendall/Hunt Publishing.

Hashimoto, K., Fried-Kline, S., & Fenich G.G. eds. (1998) <u>Casino Management:</u> <u>Past Present and Future.</u> Kendall/Hunt Publishing.

"Preface"

"Overview"

"Consumer Behavior"

"Riverboats"

"Casino Operations & Management" (1997) In R.A. Brymer, ed <u>Hospitality & Tourism Management: An Introduction to the Industry</u> Kendall/Hunt Publishing.

Hashimoto, K., Fried-Kline, S., & Fenich, G.G.eds. (1995) <u>Casino Management for the 90s.</u> Kendall/Hunt Publishing.

"Overview"

"Blackjack"

"Roulette"

"Baccarat"

"Slots"

#### Journal Articles - Refereed

Hashimoto, K. & O'Brien, J. (2006) The aftermath of Hurricane Katrina and its impact on crisis planning on casinos. <u>Casino & Gaming International</u>. V3, 77-88.

Hashimoto, K. (2006). "Report from New Orleans: The Impact of Hurricane Katrina on Casinos." <u>Gaming Law Review</u>, v10n2, 102-106.

Fenich, G.G. & Hashimoto, K. (2006) "Dummy Up and Deal: Evolution of Management in the Casino Industry" <u>Casino & Gaming International</u>, v1. 7-11.

Hashimoto, K. (2005) "William F. Harrah." <u>Journal of Hospitality & Tourism Education</u>. V17n2, 9-15.

Hashimoto, K. & Borders, L. (2005) "Proxemics and its effect on travelers during sales contact in hotels". Journal of Travel and Tourism Marketing, v18n3, 49-61.

Fenich G. & Hashimoto, K. (2004) "Perceptions of cannibalization: What is the real effect of land-based casinos on local restaurants?" <u>Gaming Law Review</u>. V8n4, 247-259.

Fénich, G. & Hashimoto, K. (2004) "Casino & Conventions: Strange

Bedfellows." Journal of Convention and Event Tourism. V6n1/2, 63-79.

Hashimoto, K. (2003) "Certification of Managers: Upgrading the Casino Industry." <u>Journal of Hospitality and Tourism Education</u>, v15n2, 30-35.

Hashimoto, K. & Fenich, G. (2003) "Does Casino Development Destroy Local Food and Beverage Operations? Development of Casinos in Mississippi." Gaming Law Review.v7n2, 101-109.

Hashimoto, K. (June 2003) "Product Life Cycle Theory: A Quantitative Application for Casino Courses in Higher Education," <u>International Journal of Hospitality Management</u>. V22n2,177-195.

Hashimoto, K. (2002) "Casino Managers' Perception of the Need for a National Gaming Management Certification." <u>Journal of Hospitality and Tourism Education</u>, v14 n4, 33-40.

Hashimoto, K. & Koublitskaia, J. (2002) "The Political and Legal Issues in Russian Gambling." Gaming Law Review, v6n2, 83-88.

Hashimoto, K. (1997) "Louisiana Gaming: A case study for gambling or a unique situation?" Gaming Law Review, v1n2. 199-208.

Fenich, G.G. & Hashimoto, K. (1995) "Teaching Casino Gaming." <u>Hospitality & Tourism Educator</u>, Fall V7(4),63-64.

Fenich, G.G. & Hashimoto, K. (1990) "A Critical Look at SAS and SPSS-X: An Application in Hospitality Using the Discriminant Procedure." <u>Hospitality Research Journal</u>, December v14n3. 63-74.

# Refereed monographs

Hashimoto, K. author. (1999) <u>Developing a national gaming management</u> <u>certification: An examination of gaming class product life cycles, core subjects, and industry needs assessment</u>. UMI Company: Ann Arbor, MI.

# Refereed Proceedings

Hashimoto, K. & Lehu, J. (2005) "SICP: Student International Collaboration Project." Keeping in Touch in Technology 2005: Launching Globally Engaged Learners: The Technology Imperative. The Forum, Baton Rouge. Selected by the conference organizers to be included in the electronic conference proceedings. This invitation was extended to a select number of presenters and was based upon the recommendation of the conference reviewer panel and participant evaluations

Fenich, G.G. & Hashimoto, K. (1997) "Do Casinos reduce the number of

restaurants." <u>Proceedings from the International Conference on Gambling and Risk-Taking, Montreal.</u>

Hashimoto, K. & Fenich, G.G. (1996) "People's Opinions of Atlantic City versus Las Vegas: A National Perspective." (1996) 2<sup>nd</sup> Annual Gaming Educators Conference Proceedings, University of Nevada Las Vegas. May.

Hashimoto, K. (1993) "Perceptions of Nature: Japanese and American" <u>Proceedings of the Society for the Interdisciplinary Study of Social Imagery</u>, March. Colorado Springs, CO. Selected to be included in the proceedings from all the papers presented.

Hashimoto, K. (1992) "The Impact of Culture on Japanese and American Communication: The State of the Art." <u>1992 Association of Japanese Business</u> Studies Proceedings. 178-184.

Hashimoto, K. (1991) "Comparisons of Japanese and American Communication." <u>Proceedings of the 13th International Symposium on Asian Studies.</u> Asian Research Service, Hong Kong.

# Refereed Proceedings and Presentations - Student

Hurley, C. (2009) Strategic Planning, Chapter 2 in Hashimoto, K. (2008 in production) <u>Casino Marketing: Theories and Applications</u>, Columbus, OH:Prentice Hall.

Richard, J. & Hashimoto, K. (2007) "Survival of the Fittest: The Perceived Impact of New World Luxury on old world charm – Casino development in New Orleans." Presentation & Proceedings of the Hospitality Graduate Student Conference, Houston, TX.

Barnhorst, T.C. & Hashimoto, K. (2005) "Does Advertising Lure Locals to Hotels." Proceedings of the Hospitality Graduate Student Conference, Myrtle Beach, SC.

Brophy, K. & Hashimoto, K. (2005) "The Cost of Loyalty: A Case Study Look on Profitability and Investment Return on Today's Guest Loyalty Programs. Paper Presentation & Proceedings of the Hospitality Graduate Student Conference, Myrtle Beach, SC.

Yoches, A. & Hashimoto, K. (2005) "Measuring Destination Attractiveness in the Incentive Market: Some Key Variables." Poster Presentation and Proceedings of the Hospitality Graduate Student Conference, Myrtle Beach, SC.

Dannelly, C.R. & Hashimoto, K. (2005) "Will Changing Current Training Methods Increase Job Performance and Guest Satisfaction? Proceedings of the Hospitality Graduate Student Conference, Myrtle Beach, SC.

Richard, S.T. & Hashimoto, K. (2005) "Wait Staff Personalities and the Myers-Briggs Type Indictors." Poster Presentation & Proceedings of the Hospitality Graduate Student Conference, Myrtle Beach, SC.

Dupont, S. & Hashimoto, K. (2004) "An Exploratory Study: What Criteria Do People Use When Choosing Between a Cruise and a Resort." Poster Presentation and Proceedings of the Hospitality Graduate Student Conference, Houston. 199-202.

Robin, K. & Hashimoto, K. (2004) "The Use of Proxemics in the Hotel Industry: Results of a Pilot Study." Poster Presentation & Proceedings of the Hospitality Graduate Student Conference, Houston. 355-357.

Fudickar, C. & Hashimoto, K. (2004) "Are Post Convention Reports in New Orleans the Same or Different? Results of a Pilot Study." Poster Presentation & Proceedings of the Hospitality Graduate Student Conference, Houston. 232-237.

Sims, M. & Hashimoto, K. (2004) "Color Psychology at the Ritz-Carlton, New Orleans: The Use of the Colors Blue and Green in Design and the Affect on Guests." Poster Presentation & Proceedings of the Hospitality Graduate Student Conference, Houston. 688-692.

# Non-refereed academic journal articles

Hashimoto, K. (2004) "Japanese Tourists: Socio-Economic, Marketing, and Psychological Analysis." <u>Journal of Hospitality and Tourism Research</u>. V28n4, 507-511.

Hashimoto, K. (2002) "Managing the Guest Experience in Hospitality by Robert C. Ford and Cherrill P. Heaton." <u>Journal of Hospitality and Tourism Research</u>, v26n1, 72-74.

Hashimoto, K. (1987) "Why Culture Should Be The Key Factor in Studying Marketing in Japan". <u>Proceedings of Sixth Annual Conference on Languages and Communication for World Business and The Professions</u>. Educational Resources Information Center: Washington, D.C.

Hashimoto, K. (1987) "Can Fear in Advertising Change Consumer Attitudes?" Current Computer Produced Bibliography. Baruch College Library, NY.

#### **Trade Journal Articles**

Hashimoto, K. (2006) "Local restaurants thrive after casinos, study finds." Providence Business News. v21-23. September 18, 2006. http://www.pbn.com/contentmgr/showdetails.php/id/122530 Hashimoto, K. (2005) "How to Develop Service Oriented Employees, Part

- I. Casino Enterprise Management. v3n10, 104-105.
- Fenich, G.G. & Hashimoto, K. (2005) "Evidence shows local restaurants thrive after casinos open nearby; Study debunks long-held myths." Casino Enterprise Management.
- Voyles, J. & Hashimoto, K. (2005) "The Casino Service Challenge: What it takes to survive the Growth of Gaming, <u>Casino Enterprise Management</u>. V3n2, 74-75
- Hashimoto, K. (2004) "Acknowledging Cultural Differences in Service Encounters: Asian Players: Part II. Casino Enterprise Management.
- Hashimoto, K. (2004) "Acknowledging Cultural Differences in Service Encounters." Casino Enterprise Management. v2n8,84-85.
- Hashimoto, K. (2004) "National Casino Management Certification: First Stage Discussion." Casino Enterprise Management. V2n6, 72-73.
- Hashimoto, K. (2004) "Improving service through strategic planning." <u>Casino</u> Enterprise Management. V2n4. 92-94.
- Hashimoto, K. (2004) "What makes service special? The moment of truth." Casino Enterprise Management, v2n2, 56-58.
- Hashimoto, K. (2003) "The Development of Two Corporate Cultures in Casinos." Casino Enterprise Management.v1n12. 48-50.
- Hashimoto, K. (2003) "A Modest Proposal: Exploring the idea of a national casino management certification." Global Gaming Business, 1, July. 39.

# Participation at Professional Meetings

- Hashimoto, K. (2009) Development of Casinos in South Africa. 14<sup>th</sup> International Conference on Gambling and Risk Taking, Lake Tahoe, NV 5/09.
- Fenich, G.G. & Hashimoto, K. (2008) Product Life cycle theory: A quantitative application for the meeting industry. August CHRIE Atlanta.
- Fenich, G.G. & Hashimoto. (2007) "Non-verbal communication in an international Environment, July CHRIE Dallas.
- Hashimoto, K. & Fenich G.G. (2007) "Service-Profit Chain: A Conceptual Exploration" July CHRIE Dallas.
- Borders, A.L. & Hashimoto, K. (2006) "High Tech or High Touch?" August. Summer Educators' Conference American Marketing Association.
- Hashimoto, K. (2006) "New Orleans Case Study: A Theoretical Framework for Tourism Marketing Recovery Efforts." July. CHRIE..
- Hashimoto, K. (2006) "The History of Gambling in New Orleans." 13<sup>th</sup> International Conference on Gambling & Risk Taking. May. Lake Tahoe, NV.
- Hashimoto, K. & Lehu, J. (2005) "SICP: Student International Collaboration Project." Keeping in Touch in Technology 2005: Launching Globally Engaged Learners: The Technology Imperative. The Forum, Baton Rouge.
- Hashimoto, K. (2003) "Gaming Education and Development: Culture Shock: Improving Service to your Asian Guests." G2E, Las Vegas. Invited moderator and panelist.
- Hashimoto, K. (2003) "Research & Public Policy Education and Advancement: Making the Case." G2E, Las Vegas. Invited moderator and panelist.
- Fenich, G.G. & Hashimoto, K. (2003) "An Investigation of the Changing Paradigm

- in Casino Development." August, CHRIE, Palm Springs.
- Fenich, G.G. & Hashimoto, K. (2003) "Local Food and Beverage Operations vs Casinos: A Mississippi Case Study." May, 12<sup>th</sup> International Conference on Gambling & Risk Taking, Vancouver.
- Hashimoto, K., Koublitskaia, J., & Fenich G.G. (2003) "Russian Casino Development and Regulations after Perestroika." 12<sup>th</sup> International Conference on Gambling & Risk Taking, Vancouver.
- Hashimoto, K. (2002) "1121 Academic Acceptance: Effective Gaming Education." September. G2E, Las Vegas, panelist.
- Hashimoto, K. (2002) "Casino Managers' Perceptions about a National Certification." CHRIE Convention, Orlando.
- Hashimoto, K. (2002) "Core Subject Areas that Academics Use in Gaming Courses." CHRIE Convention, Orlando.
- Hashimoto, K. & Koublitskaia, J. (2002) "An Exploration of Gaming in Russia." 2002 CHRIE Convention.
- Hashimoto, K. (2001) "Feasibility for a National Gaming Certification." 2001 CHRIE Convention, Toronto.
- Hashimoto, K. & Gifford, C. (2000) "Casino Courses in Institutions of Higher Education: Current Status" 11<sup>th</sup> International Conference on Gambling and Risk-Taking, Las Vegas.
- Fenich, G.G. & Hashimoto, K. (2000) "Comparison of Food and Beverage Operations Before and After Development of Native American Casinos." 11th International Conference on Gambling & Risk-Taking, Las Vegas.
- Hashimoto, K. & Fenich, G.G.(1999) "Social and Economic Impact of Gaming." National Gaming Impact Study Commission, Charlotte.
- Fenich, G.G. & Hashimoto, K. (1999) "A Comparison of Local Food and Beverage Operations Before and After Development of Casinos in Mississippi." Annual CHRIE Conference, Albuquerque.
- Hashimoto, K. (1998) "Developing Gaming Curriculum." 1998 Annual CHRIE Conference, Miami.
- Hashimoto, K. & Fenich, G.G. (1997) "Riverboat Gambling Issues." 1997 Annual CHRIE Conference, Providence.
- Hashimoto, K. (1997) "Baccarat." 1997 Annual CHRIE Conference, Providence.
- Fenich, G.G. & Hashimoto, K. (1997) "Do Casinos Reduce the Number of Restaurants." International Conference on Gambling and Risk-Taking.
- Hashimoto, K. (1997) "Casino Gaming as a Catalyst for Economic Development: Myth or Reality?" North American Economics & Finance Association, New Orleans, panelist.
- Hashimoto, K. & Fenich, G.G. (1996) "People's Opinions of Atlantic City Versus Las Vegas: A National Perspective." 2nd Annual Gaming Educators Conference, Las Vegas.
- Hashimoto, K. (1995) "Do Casinos Cause Addiction Or Is There an Addictive Personality?" Annual CHRIE Conference, Nashville, TN.
- Hashimoto, K. & Fenich G.G. (1995) "The Locus of Power: A Comparison of Hotels, Convention Hotels and Casino Hotels." Annual CHRIE Conference, Nashville, TN.

- Hashimoto, K. & Fenich, G.G. (1995) "An Image Probe Contrasting Atlantic City and Las Vegas using Content Analysis of Newspapers." Annual CHRIE Conference, Nashville, TN.
- Fenich, G.G. & Hashimoto, K. (1994) "What Organizations Contribute to the Vitality Of Local Tourism." 1994 Annual CHRIE Conference, Palm Springs, CA.
- Hashimoto, K. & Fenich, G.G. (1993) "An Introduction to Linear Structural Equation Models." 1993 Annual CHRIE Conference, Chicago, III.
- Hashimoto, K. & Fenich, G.G. (1993) "A Population Ecology Perspective of Atlantic City Casinos." 1993 Annual CHRIE Conference, Chicago, III.
- Hashimoto, K. (1992) "Contrasting Perceptions of Nature in Print Advertising Between Americans and Japanese." Society for the Interdisciplinary Study of Social Imagery, Colorado Springs, CO.
- Hashimoto, K. (1991) "The Impact of Culture on Japanese and American Communication: The State of the Art." Association of Japanese Business Studies Fifth Annual Conference, Denver, CO.
- Fenich, G.G. & Hashimoto, K. (1991) "An Analysis of the Operational Characteristics of Convention Centers in the US." 1991 Annual CHRIE Conference, Houston, TX.
- Fenich, G.G. & Hashimoto, K. (1991) "Atlantic City Casinos: A Retrospective on Their Significance and Performance Over the Decade." 1991 Annual CHRIE Conference, Houston, TX.
- Hashimoto, K. (1987) "Why Culture Should Be The Key Factor In Studying Marketing In Japan." Sixth Annual EMU Conference on Languages and Communication for World Business and the Professions, Ann Arbor, MI.
- Hashimoto, K. (1985) "The Formula F Concept". NYSWA Annual Conference, Oswego, NY.
- Hashimoto, K. (1985) "The Formula F Concept" Thirteenth Annual Conference of SAEOPP, Mobile, AL.
- Hashimoto, K. & Horvath, J. (1984) "How to Make Women Marketable in the Labor Force." NASPA Region II Conference Mission of Women's Colleges in the Eighties, Convent Station, NJ.

#### Invited presentations

- "Introduction to American Revenue Management" (2009) Gambling and Gaming
  -Academic Society Conference, Osaka, Japan, 4/29
- "Destination marketing." (2008) Graduate event planning class. Fudan University; Shanghai, China, 12/2/08.
- "Destination marketing." (2008) Graduate event planning class. Shanghai Institute of Technology, Shanghai, China, 12/4/08.
- "Casino Overview" (2007) Introduction to Hospitality class, East Carolina University, NC, 10/07.
- "Japanese Culture and Its Effect on Communication and Advertising."
  (2007) Forms of Inquiry Honors Class, University of New Orleans, New Orleans, LA.1/30.
- "International Business" (2005) Introduction to Business class, Tallahassee Community College, Tallahassee, FL.

- "Personal Marketing" (2005) Personal Marketing class, Tallahassee Community College, Tallahassee, FL.
- "Casino Management" (2004) teaching and advising on curriculum in School of Business and Public Administration First Nations University of Canada, Regina, Saskatchewan, Canada.
- International Business and Japanese marketing classes in Orleans, France. (2002), Invited speaker.
- "Attracting International Visitors: Sales and Service Strategies." (2002) NOH&MA, New Orleans, LA. Presenter With M. Davidson.
- "Status of Gaming Education." (2002) G2E, Las Vegas. 2002. invited panelist.
- "Service Management" (2002) April. UNO HRT, Invited speaker for 15 visiting Russian restaurateurs.
- "The University Factor: The State of Gaming Education." (2001) Global Gaming Expo,Las Vegas, NV. Invited guest speaker. Selected by a panel of 30 Gaming practitioners as an industry expert.
- "The Face of the Convention Industry and the Gaming Industry." (2001) ACOM National Conference, New Orleans, LA., Invited guest speaker.
- Tourism class and casino training in Chelyabinsk, Russia, 2000. Invited lecturer "Service Training for Russia." (2000) February. UNO Small Business Development Center, Invited guest speaker for 15 visiting Russian restaurateurs.
- "After Market Planning, Where Do We Go?" (1998) NOH&MA, New Orleans, LA, Presenter.
- NOHMA workshop "Factors in Effective Television/Radio Commercials." 10/98. "Direct Marketing for Casinos." (1997) Workshop, LSU Baton Rouge. Invited lecturer.
- "What is a Good Advertisement?" (1996) Workshop, HSMA, New Orleans, LA, Presenter.
- "Overview of Casino Industry." (1995) April. Strategic Planning class, Fairleigh Dickinson University, NJ. Guest speaker.
- "The Impact of Culture on Japanese and American Corporations." October 1991. School of Business Research Seminar, Monmouth University, NJ. Guest speaker.
- "The Role of Geography in Japanese Marketing." January 1990. Japanese Management class, Rider University, NJ. Guest speaker.
- "Cross-Cultural Business Environment -Japan." February 1988. Global Sociology class, Rowan State College, NJ. Guest speaker.

Service in role of discussant, critique, reviewer

Annual Conference on Graduate Education and Graduate Student Research in Hospitality and Tourism Reviewer, 2006-.

#### CHRIE

Associate Editor: Marketing I-CHRIE Refereed Research Paper Review Editorial Board, 2004-2007., 2008-

Associate Editor: Gaming, I-CHRIE Refereed Research Paper Review Editorial Board, 2001-2004 Moderator, 2002-2008 CHRIE conference.

# American Academy of Advertising

Paper Reviewer, American Academy of Advertising Conference, 04-.07

Paper Reviewer, 2007 Asia Pacific Conference, Korea.

Paper Reviewer, International AAA Conference, Korea, 06.

Moderator, AAA Annual Conference, 06

Paper Reviewer, International AAA annual conference, Baton Rouge, LA, 04

Paper Reviewer, International AAA Conference, Japan, 03

Chair, International Advertising Committee, 95

# Academy of Management

International Management Paper Reviewer, Annual Conference, 03

#### **Editorial Board**

(1998-) Praxis - The Journal of Applied Hospitality Management.

(1996-) Gaming Law Review & Economics

#### Outside Reviewer for Tenure

Robert Morris University, PA, 2008 Indiana University of Pennsylvania (IUPUI), 2008 University of New Hampshire, 2001

#### Thesis/Dissertation Committee Service

Outside committee member, University of Phoenix, 1999-. Outside committee member, University of Phoenix, 2007-

Panelist, "DACUM Workshop." (1996) One day workshop to develop a gaming Curriculum for SUNY-Morrisville.

# Discussant

(2001) October-Global Gaming Expo, Las Vegas NV

(1999) August. CHRIE, Albuquerque. NM.

(1992) March. Society for the Interdisciplinary Study of Social Imagery, Colorado Springs, CO.

#### Reviewer

Journal of Travel and Tourism Marketing, 2008
International Journal of Hospitality & Tourism Administration, 2004
Journal of Hospitality and Tourism Research, 2004
International Journal of Hospitality and Tourism Administration, 2002
Delmar Publishers, 2002 – Managing the Guest Experience in Hospitality
Hospitality and Travel Marketing, 2000

Prentice-Hall, Introduction to Hospitality, 1996 Journal of Advertising, 1992 Prentice-Hall, Consumer Behavior textbook, 1992 Hospitality Research Journal, 1991.

# Service in role of office of professional organization, program committee member, session organizer for professional meeting

HSMAI (Hotel Sales Marketing Association)
Member at large, Carolinas BOD, 2007-2008

#### CHRIE

Chair, SIG Chairs Group, 1998-2000

Ex-Officio Member, Board of Directors, 1995-2000

Chair & Co-founder, Casino Gaming Special Interest Section, 1994-2000

(1999) CHRIE annual conference, 2 workshops

(1998) CHRIE annual conference: 3 workshops.

(1997) CHRIE annual conference: workshop and roundtable.

(1995) "Casino Gaming SIS Presents." (1995) Half day seminar on teaching casino management by SIS members of CHRIE

# American Academy of Advertising

Member, Membership Committee, 06-07

Member, International Advertising Education Committee, 90-97, 02-07

Chair, International Advertising Education Committee, 95

Program Coordinator, 1995 International Pre-Conference Program, Norfolk, VA

Coordinator, International Membership, 90-94

Coordinator, International Education Clearinghouse, 92

Member, Membership Committee, 93-94, 01-02

# Advertising Club of New Orleans

Open Board Member, 2004

# Association of Japanese Business Studies

Coordinator, Marketing Interest Group, 93-94

# ACE Conference Coordinator

(1998) "3rd Casino Educators Conference" Three day conference Atlantic City, NJ

(1997) "2nd Casino Educators Conference" Four day conference New Orleans, LA.

(1996) "Casino Educators' Conference." Four day conference Atlantic City, NJ.

### **Professional Society Membership**

Academy of International Business

CHRIE - Council of Hotel, Restaurant and Institutional Education Society for Cross-Cultural Research AAA – American Advertising Association. American Marketing Association HSMAI

# Awards, Lectureships or Prizes

- CIBER Registration Award for University of Southern California 2008 annual Asia/Pacific Business Outlook (APBO) conference. (\$925).
- Keeping the Touch in Technology 2005. Launching Globally Engaged Learners: the Technology Imperative. Teaching in Higher Ed Forum. Awarded one of five presenters selected by UNO to present research, Baton Rouge, LA. \$500
- G2E Global Gaming Expo Scholarship from American Gaming Association, 2003, Las Vegas, NV, 3200
- G2E Global Gaming Expo Scholarship from American Gaming Association, 2002, Las Vegas, NV, \$800
- Selected for 10th cohort of UNO's Faculty Initiative for Technology in Teaching (F.I.T.T.), 2002
- Selected as one of 7 UNO professors for a Research Collaboration Program with l'Universite d'Orleans, 2002
- G2E Global Gaming Expo Scholarship from American Gaming Association, 2001, Las Vegas, NV, \$800
- CIBEAR Faculty Registration Award, USC 14th annual Asia/Pacific Business Outlook. 2001. Los Angeles, CA. \$1,075.
- World Gaming Summit Scholarship from International Gaming & Wagering Business 2000. Las Vegas, NV. \$10,125.
- World Gaming Summit Scholarship from International Gaming & Wagering Business 1999. Las Vegas, NV. \$7.425.
- Bally's Lakefront Casino, Scholarship 1999. New Orleans, LA. \$1,000.
- World Gaming Summit Scholarship from International Gaming & Wagering Business 1998. Las Vegas, NV. \$2,700.
- CIBEAR Faculty Scholarship Award from University of Southern California 1992. In residence program, "Doing Business with Japan." \$650.
- Seminar Fellow: International/Global Education Project for New Jersey Higher Education. "Internationalizing the Curriculum Project." Awarded October 1990.
- Fulbright-Hays Group Project Abroad Japan. Theme: "Culture, Education and Economic Transformation in Japan." Awarded April 1990.

#### **Grants and Contracts**

- 2009 University of Florida and Tshwane University of Technology: "Partnership to Strengthen Teaching, Research, Service and Faculty Development in Tourism Management, \$250,000.
- 2009 ECU Start Up Grant for Research, 4,000
- 2008 ECU Start Up Grant for Research, 14,000

- 2008 Department of Education: International Business Education Initiatives Grant, in development.
- 2007. Department of Education: Asian Studies Curriculum Development Project: \$4,000.
- 2007 ECU Start up Grant for Research: 14,000.
- 2004 State Research Grant. Researcher.
- 2004 STPIGS Grant proposal from UNO. Project: Obtaining portable projectors for HRT: \$4,000.
- 2002 Summer Research Grant from UNO. Project: Welfare to Work: Current Status, \$6,000.
- 2001 Summer Research Grant from UNO. Project: The Prediction Value of Corporate Culture Consistency on Employee Job Satisfaction, Turnover, and Hotel Profitability, \$6,000.
- 2000 UNO Hospitality Research Unit.

Investigator: NOMCVB-NOTMC

Primary investigator: Marriott employee satisfaction surveys

- Grant-in-Aid-for-Creativity Award 1990 from Monmouth University. Project: The Bamboo Mirror II: Advertising as a Reflection of Japanese Culture."

  Awarded November 1990, \$2,000.
- Grant-in-Aid-for-Creativity Award 1989 from Monmouth University. Project: The Bamboo Mirror I: Advertising as a Reflection of Japanese Culture." Awarded November 1989. \$2,000.

# Attempted Grants

Global Casino Development, Addiction Issues, and Responsible Gaming, Coinvestigators: Sloane Burke and George G. Fenich. CGP - Japan Foundation Center for Global Partnership 2/09.

# Other Professional Accomplishments

Invited to advise on curriculum - School of Business and Public Administration, First Nations University of Canada, Regina, Saskatchewan, Canada

Cited as an expert in gaming in the 2004 Gaming Industry Forecast (2004), Casino Enterprise Management. V2n1.38-63.

Created a listserve for educators and practitioners interested in gaming education and research, 2001-

#### **Faculty Development Workshops**

National Science Foundation Grant Workshop, Tulane. 1/26/07.

CELT workshop on case method teaching, UNO, 2/26/03.

Creating an electronic course portfolio, UNO, 2/17/03

Do's and Don't of E-Distribution, NO Marriott, 12/17/02.

InterVey Training Workshop, UNO 10/15/01, (surveying by email)

Intermediate Blackboard, UNO. 6/01.

Introduction to Blackboard, UNO, 10/3/00.

SBA Web Instruction Workshop, UNO, 11/2-3/99.

Multimedia Presentations for Large Classes, UNO, 3/18/98. Developing Faculty Teaching Effectiveness, UNO, 3/26-27/98 Design Considerations for Multimedia, UNO, 3/31/98 College Teaching Class, UNO, Summer 97

# Teaching Innovations

Fall 2005 – learned Blackboard system, created an online undergraduate and graduate course using Blackboard, created new communication modes and evaluation systems with students, and taught two courses exclusively online

Taught 3 semesters of interactive distance learning courses

Developed information for "Blackboard" software to be used in all classes

Graduate Introduction to Hospitality – developed international case studies on hospitality with a graduate class from the Sorbonne, France. The American students were paired up with French students to compare and contrast how similar hospitality services operated in France and the US. The objective was to teach the students first hand about communication difficulties not only internationally, but at home as well.

This project was presented at the LSU Launching Globally Engaged Learners: the Technology Imperative 2005 - Teaching in Higher Ed Forum. It was selected for one of five UNO awards to present projects at the Forum. In addition, we were selected by the conference organizers to be included in the conference proceedings. This invitation was extended to a select number of presenters and was based upon the recommendation of the conference reviewer panel and participant evaluations

Graduate Hospitality Marketing class - The students worked with the Hilton Riverside; The Monteleone and Ritz Carlton Hotels to develop marketing strategies and feasibility studies for their spas and health clubs. Their final exam was a formal presentation of their campaigns to the Director of Marketing and Spa Directors for each hotel. The Directors, in turn, discussed the positives and negatives of their efforts for use. Their best efforts will be used by the hotels in their marketing plans. In fact, Hilton Riverside has already forwarded the student presentations intact to the next corporate level for consideration and was so pleased with the students' ideas that they gave each of the students on the Hilton project 6-month memberships at the Health Club as a token of their appreciation.

Graduate Hospitality Marketing class – developed an international case study of hospitality with a graduate class from the Sorbonne, France. The American students were paired up with French students to compare and contrast how specific services operated. 2004.

Graduate Hospitality Marketing class - The students worked with the Hilton Riverside and Ritz Carlton Hotel to develop marketing strategy for attracting international tourists to New Orleans, 2004.

Graduate Hospitality Marketing class – The graduate students managed 3-7 undergraduate students in a personal selling class for two projects. At the end of the semester, the graduate students had to write a management report of their employees to submit to the professor and undergraduate students. In addition, the undergraduates filled out an employee satisfaction survey on their managers and these were given to the graduate students. This exercise allowed the graduate students to see how their management styles were perceived by people working under them in a non-threatening environment.

Graduate Hospitality Research class – First research class in the first semester of the new master's program. Involved 7 students in developing research papers for the 2004 Houston Hospitality Graduate Student Conference. Five out of seven students received acceptances to present. 2003.

Introduction to Hospitality - when I began teaching this course, people attending student associations was low around 6 - 8 people per meeting. I offered 5 points to the final grade if students would attend five association meetings and get a faculty signature. This allowed the students to learn more about the professional associations and to meet the faculty on a less formal basis. As a result, student association meetings run from 30 to room capacity. 2000.

Market Research class - developed real consulting research assignment with the Grill Room at the Windsor Court for client image assessment which the students presented to the entire Executive Committee. 2001.

Principles of Travel and Tourism class - developed a joint learning experience with the IELP classes by learning about a new country speaking with a student who was learning English. The objective: develop communication skills with a person who has problems speaking English; learn about a new culture; and discuss tourism in a foreign country. 1998-2000.

Casino Management class - obtained registration scholarships to the International Gaming and Wagering Congress in Las Vegas for the students in the class. In addition, convinced Ballys's to donate \$1000 for travel expenses for the students. As a result, Ballys' has offered an annual \$1000 scholarship. 1998-2000.

HRT 3150-Tourism Planning - The teams of students were required to develop a conference itinerary for a small group coming to New Orleans in January. At the end of this training, they presented their programs to the meeting planning director for comment and selection, 2001.

# Special recognition for teaching

1/2000 - Recommended for a place in Who's Who Among America's Teachers, 2000 The selection was "from a successful former student who recommended you because 'vou made a difference in her life.' Only high school and college students who have been cited for academic excellence themselves on The National Dean's List are invited to nominate one teacher from their entire academic experience."

# **Academic Service**

# On-campus

Department

Chair, Graduate Curriculum Committee, 2007-2009

Attend Developing New Academic Programs Roundtable, 9/21/07 Meeting with Dean Bland on developing new programs. 9/10/07 Meeting with Dean Bland on new program critique, 2/21/08 Meeting to discuss new program initiative:

All MGMT faculty

Pat Long

Sylvie Henning

Joseph Fridgen

Attend Request for Inclusion Workshop, 3/28/08

Attend 8th Annual Resort Conference, San Diego, 4/08

Member, Tenure Committee, 2008

Member, Ad Hoc Undergraduate Curriculum Committee, 2008

Member, Undergraduate Curriculum Committee, 2007

Attended HMGT Advisory Board meeting, Pinehurst, 11/8-9/07 Attended Southeast CHRIE conference, Hilton Head 10/11-13.07.

Mentoring Junior Faculty

Marcia Taylor

Set up writing hotel chapter in Hospitality: An Introduction

Mel Weber

Set up writing HR chapter in Hospitality: An Introduction

David Rivera

Set up writing Restaurant chapter in Hospitality: An Introduction

Organized sending 4 abstracts to service conference for first step in article submissions to journals

4 of 4 were accepted

University

Member, University Curriculum Committee, 2008-2009 Helped plan the 2008-2009 Curriculum Development Workshop

Attended Refworks 10/10/07

Attended New Faculty Advisor Workshop, 10/5/07 Attended Grant Writing Workshop, 9/2707 Attended Peer Classroom Observation Training, 9/11/07 Attended New Faculty Orientation, 2007

### State-Professional and Committee Involvement

New Jersey Department of Higher Education, November 87 Curriculum Enhancement/Faculty Development Project NOAHMA

> Human Resource Directors Meetings Judge, Housekeeper Olympics, 2002 Hospitality Orientation, 3/19/03

### **National-Professional and Committee Involvement**

Rhode Island House Finance Hearing

Testified on casino impacts on food and beverage operations, 2004.

Exxon Mobil Travel Guide New Orleans restaurant consultant, 2001.

"Inside Edition" Advised on casino impacts to program director of national investigative report television show, 12/2000

Country Club Managers Association, 2000

Proctored Certified Club Manager exam, 2000

Public Gaming Sector Commission

Testified on the social and economic impacts of casino gambling, 7/99.

### **Community Service**

Restaurant Startups in Greenville, ECU HGMT consulting for city planning and small restaurants, 4/2/08.

Hashimoto – Vita 22

### International Travel

### Asia

Japan

Hiroshima – 2 months -62
Tokyo/Hiroshima/Kyoto – Fullbright Hays Group Project – 6 weeks, 87
Tokyo/Kyoto/Osaka – Asian Studies Grant 3 weeks, guest speaker at
Conference, 09

Shanghai – 2 weeks – guest lecturing/ conference, 08

Singapore- 10 days - 95 Thailand - 21 days -96

### Canada

Saskatchewan – 5 days – consulting to develop new curriculum and lecturing, 2004 Toronto - Montreal/Quebec

Vancouver

### Europe

Danube River Cruise - 8 days -97

Prague – 3 days

Budapest -Hungary - 2 days

Vienna

Brataslava, Slovakia

### France

Paris - 10 days 84

Loire Valley – 1 week – Research collaboration with Universite d'Orleans, 2002

North Coast - 1 week, 2002

#### Germany

Munich - 8 days, 85

### Great Britain

London – 8 days 86

Italy

Venice-8 days,87

Ireland

Dublin - 5 days, 09

### Holland-

Amsterdam – 8 days 88 Barge/Canal Trip – 8 days, 00

### Scotland

Driving 10 days, 01

### Spain

Valencia – 8 weeks – teaching hospitality courses for FSU, 02
Barcelona – 4 days
Madrid – 4 days
Driving South-Cordoba, Sevilla, - 2 weeks

### South/Central America

Belize – 3 weeks, 94 Peru – 10 days, 03

### Russia

Nichny Novgorod – 3 weeks – USAID consulting for hospitality and Triumph F&B Enterprise, 99

Ekaterinburg – 1 week – USAID consulting for various hospitality operations and casinos , 00

Chelyabinsk - 2 weeks – USAID consulting for various hospitality operations and F&B and casino, taught tourism classes, 00

Moscow – 10 days, 99, 00

### Africa

South Africa, Pretoria – 2 15-day-USAID grant developing casino management Curriculum, 09
Zambia,

### Other Universities

University of New Orleans

Appointed Committee on Mission Effectiveness, 9/2000-

Appointed to the Committee for Tourism Faculty Search, 2005

Appointed to the Committee Director of HRT search, 2004

Appointed to the COBA accreditation oversight committee, 2004

Approved for Graduate Faculty status, 2001

Independent Study, graduate student for Advanced International Tourism

G2E (Global Gaming Expo) largest casino operators conference and

tradeshow in the world. Obtained registration scholarships for students –

2002 \$2800

2001 \$1700

2000 \$8,750 + Bally's donated \$1000

1999 \$\$6500 + Ballys donated \$1000

Appointed Library Liaison, 9/2001-

Appointed Technology Committee, 9/2001-9/2004

Faculty Advisor - Club Managers Association, 9/2000 - 9/2001

Search Committee for F&B faculty, 2000-2001

Search Committee for HRT Director, 2000-2001

Attended "American Gaming, Lodging, and Leisure Summit '99". Las

Vegas, NV. 1/99 to synopsize sessions and bring back information for the Tourism Research Unit.

UNO Speakers Bureau, 1998-

Committee member to help high school articulation agreement for tourism, 4/97.

Speaker, High School On-Site Visits, 97-99.

Asked to be on the Coordinating Committee for the HRT Alum reunion Reception by the Lindy C. Boggs Conference Center, 2005.

### Monmouth University

Committee member, Honors Council, 92

- Challenge Grant - Course Development 92

Committee member, Honors Thesis 92

Appointed Member, Library Committee, 92/94

Attended - Faculty Development Program - Workshop on Human Relations, 1991.

Member, School Curriculum Committee, 9/91

Member, School Computer Committee, 1/91

Attended - Parents' Day, 10/13/90.

Member, Challenge Grant - Technology, Environment & Leadership Committee 1990

Member, Department Faculty Recruitment Committee 1989

Member, Department Library Committee 1989 Member,

Marketing Liaison to Honor Society Council 1989

Attended - New Jersey State Chamber of Commerce program entitled "24<sup>th</sup> Annual College-Business Symposium" with 9 students, 11/1/89.

Rider University

Involved 10 students in a major advertising competition about Teenage Pregnancy by AAA, 88

Rowan University(Glassboro State College)

Challenge Grant - developed case study for Woolworth

Faculty Senate, Spring 88

Minority Retention Department Committee, Spring 88

Mission Statement Committee, Fall 87

Liberalizing Mass Media Course, Ad Hoc All College Committee 87-88

Freshmen Orientation 8/87

Association of Collegiate Entrepreneurs, 86-87 faculty advisor

(student request)

Advisement Department Committee

developed new matrix for advisement

developed initial merge of Student and Faculty handbook

Recruitment Department Committee

Attended Chester County College Fair, 11/20/85

Departmental Career Development Committee 85-86

All College Career Development Committee,85-86

College of St. Elizabeth

Undergraduate Academic Advisement Team Committee

Honor Society Council Phi Chi Theta - advisor

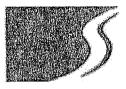
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### **EXHIBIT F**

The October 13, 2010 Assessment of Tourism, Pennsylvania and Nemacolin Woodlands Resort, prepared by Fenich & Associates LLC

Exhibit F too large to send electronically.

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# FENICH & ASSOCIATES LLC 238 Windsor Road Greenville, NC 27858

October 13, 2010

ASSESSMENT OF TOURISM, PENNSYLVANIA AND NEMACOLIN WOODLANDS RESORT

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### **Executive Summary**

Based on (1) expertise resulting from years of experience in tourism and gaming, (2) reviewing the studies related to tourism trends, (3) studies on tourism in Pennsylvania, (4) review of the Category 3 License objectives, (5) interviews with stakeholders and (6) personal visitation to the Category 3 applicants along with existing casino operations in Western Pennsylvania, it is the finding of the research team that Nemacolin Woodlands Resort is the best candidate for the license and would best fulfill the intent of the Category 3 License legislation

### Background

The report that follows is produced by Fenich & Associates LLC. The objective is to provide expert input to the Pennsylvania Gaming Control Board as it considers the awarding of the second Category 3 Resort Casino License. The firm analyzed national trends in tourism, gaming destinations across the U.S., factors in western Pennsylvania, and the Nemacolin Woodlands Resort.

#### Qualifications of Research Team

The research team consists, largely, of Associates of the firm (see website fenich.com). The Co-Principal Investigators made in-person visits, and analyzed the operations of: Nemacolin Woodlands Resort, Eisenhower Hotel and Conference Center, Fernwood Hotel & Resort, Holiday Inn Harrisburg West/ Mechanicsburg, Rivers Casino and Meadows Casino and Racetrack. Further, input from additional experts was sought including: Steve Durham, Director, Gaming Research Institute at Penn State University in State College, PA; Robert McMullen, Professor, East Stroudsburg University in East Stroudsburg, PA,; and Dean Hestermann, Director of Government Relations, Harrah's Entertainment.

### George G. Fenich, Ph.D.

He is the Principal Investigator (PI) for the firm and for this project. Dr. Fenich has worked in resort management for over 15 years and has consulted/researched/taught in the field of hospitality/tourism for over 25 years. He worked for a period as Assistant General Manager at Shawnee Ski Resort, Shawnee, PA. Dr. Fenich also has knowledge of gaming operations having co-authored 2 books, written numerous articles and made professional presentations on casinos.

Dr. Fenich has been qualified as an 'expert' on hospitality operations in federal court and testified before the National Gaming Impact Study Commission.

He has developed a 'destination attractiveness model' and applied it in over 40 different locales for various Convention and Visitors Bureaus (CVBs) throughout the U.S. He has extensive experience researching and analyzing the tourism market in western Pennsylvania as a consultant for the Pittsburgh Convention and Visitors Bureau, for whom he is on retainer. For more information see Attachment 1 at the end of this report (pg. 26).

### Kathryn Hashimoto, Ph.D.

Kathryn Hashimoto, Ph.D. is Co-Principal Investigator on this project. Her academic qualification is in hospitality/tourism marketing, consumer behavior and service management. She has 15 years of management experience in resorts, including Shawnee and Timber Hill in the Pocono Mountains. Dr. Hashimoto is one of the top academics in the area of casino gaming having written 8 books on the subject, written numerous articles including ones published in the Gaming Law Review, and provided expert testimony to both the National Gaming Impact Study Commission and the State of Rhode Island House Finance Committee. She has done previous work for Temple University in Philadelphia, PA on the subject of casino gaming. For more information see Attachment 2 (pg. 54).

### Context of Report

This report is meant to provide expert insight into the issue, and possible implementation, of a Category 3 License (Resort License) in the Commonwealth of Pennsylvania. Some of the critical elements of the legislation set the context for the analysis found in this report. These elements include (in part)<sup>1</sup>

- "The provisions of Section 1305 were based on the West Virginia Statute authorizing the placement of slot machines at a 'historic resort hotel' in this case the Greenbrier..."
- "...an applicant posses a minimum number of rooms under common ownership"
- "...an applicant possesses 'substantial' recreational guest amenities."
  - o "recreational guest amenities be available year round"
- "applicant resort hotel be well established"
- "the intended legislative purposes are the same the enhancement of guest amenities at established resort hotels in order to protect and enhance existing tourism venues."
- "Category 3 venues were not considered to be a significant source of revenue for local property tax reliever. Rather, one of the goals in granting Category 3 licenses was to provide additional guest amenities to large, year-round resorts in an effort to boost tourism at these established locations in the Commonwealth."
- "...to ensure that <u>Category 3 venues do not compete</u> for the same customer base as the larger Category 1 and 2 facilities..."

<sup>&</sup>lt;sup>1</sup> Letter to the Honorable Thomas A. Decker, Chairman, The Pennsylvania Gaming Control Board from Christopher B. Craig, Counsel, dated March 28, 2007.

- "...to ensure that only those resort hotels that are <u>economically viable</u> without a slots facility could apply..."
  - o "...not the primary economic generator for a non-established or financially struggling venue."
- "..no fewer than 275 rooms under common ownership..."
  - o "..is a present measurement of qualification"
- "...a guest room is typically considered to be a partitioned part of a building..."
- "..to ensure that the potential <u>customer base of Category 3 Resort Hotels would be distinctly</u> <u>different from the customer base of Category 1 and 2 facilities."</u>
  - o "...necessary to ensure that the operation of Category 3 licenses does not occur in a manner that cannibalizes the local gaming market."

Further contextual elements embraced by the research team include:

RESORT - c (1): a frequently visited place: HAUNT (2): a place providing recreation and entertainment especially to vacationers<sup>2</sup>. d - A resort is a place used for <u>relaxation</u> or <u>recreation</u>, attracting visitors for <u>holidays</u> or <u>vacations</u>. Resorts are places, towns or sometimes commercial establishment operated by a single company. Such a <u>self-contained</u> resort attempts to provide for most of a vacationer's wants <u>while remaining on the premises</u>, such as food, drink, lodging, sports, entertainment, and shopping. A hotel is frequently a central feature of a resort, such as the Grand Hotel at Mackinac Island, Michigan.<sup>3</sup>

A Destination Resort is a resort that contains, in and of itself, the necessary guest attraction capabilities—that is to say that a destination resort does not need to be near a destination (town, historic site, theme park, or other) to attract its public. A commercial establishment at a resort destination such as a recreational area, a scenic or historic site, a theme park, a gaming facility or other tourist attraction may compete with other businesses at a destination. Consequently, another characteristic of a destination resort is that it offers food, drink, lodging, sports, entertainment, and shopping within the facility so that guests have no need to leave the facility throughout their stay. Commonly these facilities are of higher quality than would be expected if one were to stay at a hotel or eat in a town's restaurants.

"Resorts are often differentiated as destination properties or non-destination properties. A destination property may, or may not, be classified as a resort. Destination properties tend to be found in more remote locations around the world. The recreational amenities that the resort offers are the prime motivating factors for people to travel, often long distances to the self-contained destination." Nemacolin can be considered a destination resort property. As the amenities at the resort increase, people will travel longer distances to join in the fun. "Non-destination properties are usually found close to well-known natural or man-made attractions.

<sup>&</sup>lt;sup>2</sup> http://www.merriam-webster.com/dictionary/resort

<sup>3</sup> http://en.wikipedia.org/wiki

<sup>&</sup>lt;sup>4</sup> Hospitality: An Introduction 13<sup>th</sup> edition. Brymer, R.A. & Hashimoto, K. (2008) chapter 20 Resorts Operations and Management, Brezina, S.

The motivation to travel to the area is the attraction or business opportunities in the region (salespeople travel to destination like New Washington DC for the opportunity to do business with Government not for the attractions). The property, whether it be resort or non-resort and its amenities are a secondary motivation factor, not the key consideration. Non-destination properties may be visited by tourists who travel some distance as is the case in New Orleans where the architecture, amenities, and food of the city are the attractors not the hotels (arguable there is not a single resort property in New Orleans). These non-destination properties are also often frequented by visitors within a two or three hour drive, and often make repeat visitations several times a year." Like Fernwood, Eisenhower, and Holiday Inn, these are non-destination properties. People come to Fernwood for the Pocono Mountains whereas Eisenhower and Holiday Inn guests seek out the historical sites like the Gettysburg Battlefields or business opportunities with State Government. Of course, this proximity could cause problems for the Eisenhower Hotel. "The leader of the largest veterans' organization in America (American Legion) announced Thursday that it opposes an Adams County slots plan. "Mason Dixon Resort & Casino" project in Cumberland Township is a "national disgrace" citing its half mile proximity to the boundaries of the 6,000 acre Gettysburg Battlefield. <sup>6</sup>

Luxury Resorts - A <u>luxury resort</u> is an expensive vacation facility which is fully staffed and has been rated with five stars. Luxury resorts often boast many visitor activities and attractions such as golf, water sports, spa and beauty facilities, skiing, natural ecology and tranquility. Because of the extent of amenities offered, a luxury resort is also considered a destination resort<sup>7</sup>

Megaresorts -: Megaresort is a type of destination resort which is of an exceptionally large size, sometimes featuring large-scale attractions (casino, golf course, theme park, multiple accommodations). The hotels and casinos along the Las Vegas Strip are often considered megaresorts due to their immense size and complexity.<sup>8</sup>

Thus, the research team clearly differentiates a resort (based on accepted definitions) from a hotel or convention/meeting facility. A hotel will have lodging accommodations, may or may not have food and beverage operations (limited service hotels may not), and often have a swimming pool, exercise rooms, banquet rooms, meeting/convention space and lounge / entertainment areas. A resort meets a more broad definition by including the aforementioned basic offerings of a hotel plus a wider array of facilities/activities including golf, skiing, horseback riding, etc. Guests at a hotel will go 'off property for many of their activities and nourishment, while at a resort guests are provided with a full array of food, drink, amenities, and activities whereby they have no need to leave the resort facility. Further, a resort is frequented by 'vacationers' rather than simply overnight guests, as in a hotel or convention/meeting facility. Resorts differ from traditional hotel properties in the following ways:

<sup>&</sup>lt;sup>5</sup> ibid

<sup>&</sup>lt;sup>6</sup> (American Legion ignore local post when forming casino stance. Gettysburg Times, Scot Andrew Ptizer. August 16, 2010

<sup>&</sup>lt;sup>7</sup> ibid

<sup>8</sup> ibid

- Resorts are typically self-contained. This means every need that the guest may have while
  on-site must be taken into consideration, planned for and provided as needed. Basic needs
  such as laundry and maintenance must be done at the resort, rather than contracted out.
  Transportation, for employees and guests must be provided. Shuttle service to and from the
  airport is important.
- 2) Attractive amenities are essential to the resort's success. Recreation and relaxation offerings are the reason people come to resorts. A good night's rest may be expected, but it is not the motivation to book a resort room. It is the extras that are available with the room that are important, the golf, tennis, skiing, spa services, manmade attractions, or a beautiful location to hike or swim.
- 3) Seasonality has a significant impact on resorts. High season is when demand peaks. Low season is when demand is low and resorts often struggle to attract guests. Most resorts are year round having developed recreation attractions to bring guests to the resort in the offseason.
- 4) The average length of stay is longer for resorts. Rooms are typically larger, with more closet or storage space to accommodate more luggage.
- 5) Resorts are spread out over a large land area to accommodate the variety of recreational amenities.
- 6) Resort guests have always been and continue to be consumers that are more sophisticated and have higher expectations of service and quality standards.
- 7) Resorts cater to repeat guest, annually or several times a year. Often the annual traditions and festivals attract and keep guests returning time after time to the resort.<sup>9</sup>

TOURISM -1: the practice of TRAVELING for recreation, 2: the guidance or management of tourists 3  $\alpha$ : the promotion or encouragement of touring b: the accommodation of tourists. SUBSTANTIAL - the research team considers 'substantial recreational guest amenities to include more than a swimming pool, exercise rooms, food/beverages outlet, a limited number of banquet/meeting rooms: more than would be found in a hotel/motel.

#### Macro / National View

"Tourism has become a popular global leisure activity. In 2008, there were over 922 million international tourist arrivals, with a growth of 1.9% as compared to 2007. International tourism receipts grew to US \$944 billion (euro 642 billion) in 2008, corresponding to an increase in real terms of 1.8%" Tourism in the United States is a large industry that serves millions of international and domestic tourists yearly. Tourists visit the U.S. to see natural wonders, cities, historic landmarks, and entertainment venues. Americans seek similar attractions, as well as recreation and vacation areas. In the U.S., tourism is either the first, second or third largest employer in 29 states employing 7.3 million people.

<sup>&</sup>lt;sup>9</sup> Hospitality: An Introduction 13<sup>th</sup> edition. Brymer, R.A. & Hashimoto, K. (2008) chapter 20 Resorts Operations and Management, Brezina, S.

<sup>10</sup> http://en.wikipedia.org/wiki/Tourism

In spite of the recent recession, the U.S. travel industry is robust and accounts for significant spending. According to the U.S. Travel Association, U.S. travel expenditures are expected to total \$748 billion by the end of 2010, increasing to \$806 billion in 2011, \$862 billion in 2012 and over \$900 billion in 2013. While there has been a decline over the past few years due to the economic recession, the figures for 2011 are higher than any previous year recorded. Expenditures by U.S. residents will follow a similar pattern going from \$648 billion in 2010 to \$772 billion in 2013, an increase of 17%. By 2013, the growth rate for domestic trips for leisure purposes will surpass business trips. Thus, resorts can anticipate increased demand with resulting increased revenues over the next few years.

Along with increasing visitation and expenditures, U.S. tourists are becoming more demanding and more sophisticated. They expect facilities that are fresh, stylish, and modern. Sleeping rooms with flat screen televisions, wireless internet, stone or ceramic counters, game consoles, and even two line phones are the norm. Gone are the days when Formica counters and analog televisions were acceptable; properties that still have these traits are struggling to attract guests. At resorts, ever increasing mixes of attractions, facilities, and amenities are being demanded by tourists. "Post-modern" tourists want to travel to resorts where 'there is more to do.' While golf courses, entertainment venues, and multiple pools may be the first amenities to come to mind when thinking about what is being added, casino gaming is another such amenity. A primary example of a resort adding casino gaming as an amenity is the Greenbrier in West Virginia.

### **Gaming Properties & Patrons**

A clear distinction should be made between a casino as an amenity and a casino as the primary attractor. In the latter, the casino is the major, primary, or even sole reason the tourist visits the facility. In this case, the casino occupies the majority of space and 'other' amenities such as food and beverage merely support the needs of the casino gambler. In the former case, the casino occupies a small proportion of all the space and is just one of numerous other attractors at the facility. Patrons often make use of non-casino amenities during most of their stay (recreational offerings or meeting rooms), often patronizing the casino as a form of evening entertainment. In this case, the casino is not the primary attractor.

A trend that supports the notion of 'casino as another amenity' is the fact that casino properties are adding more non-gaming venues to their resorts. The objectives are four-fold: (1) to increase the attractiveness of the property by having more attractors/amenities, (2) to increase the length of stay of guests because there is more to do, (3) to increase revenues because guests stay longer as well as pay to participate in a greater range of activities, and (4) to increase repeat visitation since guests cannot 'do everything' in one trip.

The recently opened City Center in Las Vegas is billed as "a collection of spectacular hotels and residences, sensational spas, astonishing dining and extraordinary shopping" along with significant meeting/convention space. <sup>11</sup> One of the other new properties in Las Vegas, Wynn, not only has upscale lodging, significant retail, numerous entertainment and recreational facilities but also bought a large tract of land adjacent to the hotel so that they could build a golf course and claim to be the only property on the 'strip' that has an attached course. It is important to keep in mind that tourists are looking for resorts where all of the attractions or amenities are located on the grounds and not 'nearby.' Historically, tourists have been lead astray and dissatisfied by resorts claiming to have attractions 'nearby' only to find them miles away and not easily accessible.

Native American gaming establishments have also followed this pattern of adding attractions/amenities. The Sycuan Tribe in California started with a simple 'card room' for gambling and has now expanded to include a modern casino floor but with significant hotel space, F&B, spas, and golf courses. The same holds true for Turning Stone outside Syracuse, New York and Foxwoods in Connecticut. They have all expanded, not just the gaming facility, but the offering of amenities as well. They have done their market research well and determined that the tourists of today have 'wants and needs' that are more sophisticated and broad-based than the tourists of yesteryear.

Casino resort properties are also embracing the meetings/conventions market. Some of the largest convention centers are found, not in downtown areas, but at casino resorts in Las Vegas including the Sands and Mandalay Bay, which are in the top 10 in the U.S. in terms of square feet of exhibit space. The casinos at these properties are 'just another amenity' and not the primary reason for visitation, especially during mid-week periods. A study by Fenich and Hashimoto found that virtually all new casino properties built in the past 15 years have had significant meeting space along with other amenities. <sup>12</sup>

Casino resorts, by definition, are different from stand alone casinos (or even casinos at racetracks). In the former, guests come to participate in a wide range of activities and amenities, of which the casino floor is only one. In the latter, they come to gamble, all other events/amenities are secondary. In the case of Pennsylvania, Category 1 Licenses are awarded to operate stand alone casinos, while Category 3 is meant to enhance existing resort operations.

<sup>11</sup> http://www.citycenter.com/am\_overview

<sup>12 &</sup>quot;Casinos and Conventions: Strange Bedfellows." Journal of Convention and Event Tourism, 6(1/2), 63-80

#### **Agglomeration Effect**

Another phenomenon that is occurring in tourist destinations today is referred to as the 'agglomeration effect' or 'agglomeration economics.' The term economics of agglomeration is used in <u>urban economics</u> to describe the benefits that firms obtain when locating near each other ('agglomerating'). Even when multiple firms in the same sector (competitors) cluster, there may be advantages because that cluster attracts more customers than a single firm could alone. Cities form and grow to exploit economies of agglomeration. <sup>13</sup> Large resorts function very much like cities.

As applied to tourism, the 'agglomeration effect' supports the notion that attractiors, when grouped together, will have a greater tourism draw, than if located separately. Thus, not only does business increase for each of the attractors but also increases for the market as a whole. This concept is evidenced in places like Orlando where, when first built, was only home to Disney World. Now it is home to the multiple Disney Parks, Universal Studios, Sea World, Busch Gardens, and others. This is explained by the agglomeration effect. The same holds true for Las Vegas where, not only have the number of tourism properties increased significantly over the years, but the number and variety of activities/amenities/ attractors at individual resorts has increased.

The agglomeration effect also increases the geographic draw of a destination or resort property and is conceptually related to 'gravity models': the more there is to do in a location, the farther away tourists will be drawn from. Nemacolin, with its vast number of available activities onsite, has an agglomeration effect. This is what tourists are craving. In the past, when casinos were newly available, the novelty value created a market that wanted to go to a casino mostly to gamble. Other amenities were a distraction to do when luck had temporarily disappeared. The model for destination locations with many amenities along with casinos grew more popular as Southern gaming evolved. Southern sites wanted to add casinos to their existing attractions. They wanted casinos to be part of the attraction, not the sole reason. The Gulf Coast and New Orleans drew people to their locations because of all the different amenities that were available. Like Nemacolin, New Orleans was a destination attraction first. People are drawn to New Orleans for its fine food, music, and culture. However, once in the area, gambling is part of the attraction that motivates people to stay longer. Now that casinos are more available, gambling for its own sake is not the novelty it once was. People want more. According to the results of a nationwide Harris Poll of 1,172 U.S. adults:

"As casinos continue to invest money into their facilities, a new survey shows that in the past 12 months, over half (59%) of U.S. adults say they have not visited a casino, while out of those, half (51%) say they are not at all likely to visit a casino in the next 12 months. Perhaps this is because people say they look for an entertainment experience, and not just gambling. . . Among those who say they are at least somewhat likely to visit a casino in the next 12 months (49%), three-quarters of them are planning on going to their restaurants, 40 percent are planning on attending an entertainment activity/show and 35 percent are planning on shopping. compared to

<sup>13</sup> http://en.wikipedia.org/wiki/Economies of agglomeration

69 percent who are planning to play slot machines (including video poker), 27 percent who are planning to play table games and 13 percent who are planning to participate in other gaming activities. 14

In keeping with the Southern gaming model and the Pennsylvania legislative intent, Nemacolin Woodlands Resort will draw guests from across the nation because it is a destination resort. The addition of a casino will enhance the current attractions, adding another reason for people to travel to Pennsylvania. "Among those who have visited a casino in the past year, over half (54%) have traveled 100 miles or more to get there, while less than one-quarter (22%) of casino visitors have traveled less that 25 miles and 23 percent traveled between 25 and 99 miles. <sup>15</sup>" By the same token, while gamblers will travel long distances to visit a casino resort, they are not just going to gamble. They are attracted by all the amenities that are possible in the resort.

#### Well Established

The legislation regarding Category 3 Resort Licenses in the Commonwealth clearly states that an applicant must be a 'well established' property. This requirement will help ensure success of Category 3 operators since there is a strong preference among tourists today for established properties with a notable track record. "When comparing the hotel rates across MGM Mirage's 10 Strip properties LaFleur found the average February weekend quote at Bellagio is \$337, \$98 above Aria, and \$108 more than the non-gaming Vdara Hotel, which is located between Bellagio and Aria, 'Bellagio continued to show positive trends ... which could be indicative of customers preferring a more established brand.' LaFleur said. MGM Mirage has reported solid occupancy levels at CityCenter." Thus, Nemacolin is in a strong position being a nationally recognized brand name with high standards that is in the same league as the properties mentioned. No other applicant is so positioned.

#### National Analysis of Resorts in America

For many years, the Zagat books rating food and lodging have been considered one of the top references for travelers across America. The Zagat Top U.S. Hotels, Resorts & Spas 2009 rates 1001 properties and chains across the U.S., Puerto Rico, and the U.S. Virgin Islands. These ratings have been obtained from input by 14,049 frequent travelers and travel professionals. The ratings evaluate properties on a scale from 0-30. While 30 is the highest rating, no property has obtained a 29 or 30. Nemacolin is rated a 25 which is one of the top four ratings. Below is a chart listing the top 50 American Large Resorts with over 100 rooms. The Nemacolin Resort competes with the very best that America has to offer.

<sup>&</sup>lt;sup>14</sup> Goodwin Terry, July 7, 2006. Staff Editor, CasinoGamblingWeb.com

<sup>15</sup> Ibid.

<sup>16 .&</sup>quot; News Online January 26, 2010

### EXHIBIT 1 – TOP 50 U.S. RESORTS

Zagat Top U.S. Hotels, Resorts & Spas 2009 Top 50 Large Resorts (over 100 rooms)						
28	Four Seasons Resort	Big Island	НІ			
20	Four Seasons Resort	Maui	HI			
	rour seasons nesore	ividai	•••			
27	Cloister	Georgia Coast	GA			
	Sanctuary	Kiawah Island	SC			
	Montage Resort	Orange Co. Beaches	CA			
	Ritz-Carlton	Naples	FL			
	Four Seasons Resort	Jackson Hole	WY			
	Four Seasons Aviara	San Diego	CA			
	Ritz-Carlton Bachelor Gulch	Beaver Creek	CO			
	Four Seasons/Koele	Lanai	Н			
	Ritz-Carlton Laguna Niguel	Orange Co. Beaches	CA			
	Ritz-Carlton Amelia Island	Northeast Florida	FL			
		White Sulphur				
26	Greenbrier	Springs	WV			
	Meadowood	Wine Country	CA			
	Canyon Ranch	Tucson	ΑZ			
	Ritz-Carlton	Half Moon Bay	CA			
	St. Regis	Orange Co. Beaches	CA			
	Inn at Spanish Bay	Carmel Area	CA			
	St. Regis	Aspen	CO			
	Ritz-Carlton Grande Lakes	Orlando Area	FL			
	Four Seasons Troon North	Phoenix/Scottsdale	ΑZ			
	Disney's BoardWalk Villas	Orlando Area	FL			
	Ritz-Carlton Reynolds	Lake Oconee	GA			
	Broadmoor	Colorado Springs	CO			
emigramento.	Halekulani	Oahu	HI			
	Four Seasons Biltmore	Santa Barbara	CA			
	Lodge at Pebble Beach	Carmel Area	CA			
	Four Seasons					
	Resort/Manele	Lanai	HI			
	Boulders	Phoenix/Scottsdale	ΑZ			
	Ritz Carlton	Las Vegas	ΑZ			
	Four Seasons	Dallas/FtWorth	TX			
	<b>Enchantment Resort</b>	Sedona	ΑZ			
	Ritz-Carlton Kapalua	Maui	HI			
	Disney's Beach Club Villas	Orlando Area	FL			

	Breakers	Palm Beach	FL
	Lodge at Torrey Pines	San Diego	CA
	Ritz-Carlton Golf Resort	Naples	FL
	Canyon Ranch/Berkshires	Lenox	MA
	Phoenician	Phoenix/Scottsdale	ΑZ
	Sonnenalp	Vail	CO
25	Nemacolin Woodlands	<u>Farmington</u>	<u>PA</u>
	Ritz-Carlton	Sarasota	FL
	Sanctuary/Camelback Mtn	Phoenix/Scottsdale	ΑZ
	American Club	Kohler	WI
	Four Seasons Resort	Palm Beach	FL
	Stein Eriksen Lodge	Park City	UT
	Palazo Resort & Casino	Las Vegas	NV
	Disney's Grand Floridian	Orlando	FL
	Fairmont Scottsdale	Phoenix/Scottsdale	ΑZ
	Disney's Animal Kingdom	Orlando	FL

Also, the chart below lists the top 10 hotels and resorts in Pennsylvania along with the scores for quality of the rooms, service levels, dining experience, quality of the overall facilities, cost and average score. The Nemacolin Woodlands Resort is in the top four on score and is the highest 'resort'. It is one of the best at all levels while maintaining a premium value within Pennsylvania's finest hotels and resorts. None of the other Category 3 License Applicants qualified to be on the list.

### EXHIBIT 2 - PENNSYLVANIA TOP 10 HOTEL & RESORTS

Zagat Top U.S. Hotels, Resorts & Spas 2009

2005							
Pennsylvania		rooms	service	dining	facilities	cost	score
				_			
Four Seasons	Philadelphia	26	28	26	26	405	27
The Rittenhouse	Philadelphia	26	27	25	25	470	26
Nemacolin Woodlands	<u>Farmington</u>	<u>25</u>	<u>25</u>	<u>24</u>	<u>27</u>	<u>339</u>	<u>25</u>
Lodge at Woodloch	Hawley	23	26	23	28	675	25
Ritz Carlton	Philadelphia	24	25	23	23	469	24
Hershey, The Hotel	Hershey	22	24	22	25	409	23
Park Hyatt	Philadelphia	22	23	23	22	305	23
Sofitel	Philadelphia	24	22	19	21	525	22
Omni William Penn	Pittsburgh	22	23	20	21	200	22
Loews	Philadelphia	23	21	18	21	239	21

### National Analysis of Casino Properties by Golf

Golf – Extensive analysis was undertaken by the research team of resorts with golf. The rationale is that (1) golf is one of the most desirable amenities / activities at a resort, (2) many tourists demand that golf be available at any 'resort' they are considering [some do not consider a property as a 'resort' unless it offers golf], and (3) golfers are willing to travel greater distances to stay and play at a golf resort [witness the success of Scottsdale, Arizona largely due to availability of golf OR to those who make the pilgrimage to St. Andrews in Scotland] and (4) golfers tend to have higher incomes than the national average. Thus, resorts fit the profile intended by the Act for Category 3 licenses, as well as being likely to produce higher revenue and higher wins for operators.

Analysis was also made of data from the American Casino Guide<sup>17</sup>. It was found that of over 700 casinos listed nationwide, only 47 have golf courses. Wynn in Las Vegas is the only casino on the strip with an on-site golf course. Of these 47, only 10 have more than one golf course. Nemacolin would be one of 11 if the license is granted and would be one of the top 5 when assessed according to number and variety of amenities. In the following chart, casino resort properties have been identified that have golf courses. According to Gaming News Online 18, "Casino golf resorts buck economic trends." According to this article, Native American casino resorts that have added golf courses have been increasing revenues and bookings despite the economic downtown. Therefore, golf courses have been shown to have a positive draw for tourists increasing the geographic range of guests. In the chart below, the rankings are based on the number of golf courses on the property and then, within each golf course ranking, by state. This allows a comparison to be made across the competitive set that Nemacolin will join if they obtain a casino. The variables include the number of rooms and suites along with their range of prices, the number of food and beverage outlets, if and how many RV parking spaces are available, the number of golf courses, and finally the size of the casino with the number of slot machines and table games. From this analysis, there are only four casino resorts in the entire U.S. with multiple golf courses, F&B and RV spaces that would compete with Nemacolin as a new competitive set thereby increasing the size of the geographic draw to Pennsylvania. This closely matches the 5 casino resorts with which Nemacolin Woodlands Resorts will compete based on the quality of golf courses (based on Zagat ratings).

17 2010 publication date

<sup>&</sup>lt;sup>18</sup> Gaming News Online, (17 August 2010)

EVIIIDIE 2	CLOTATO	RESORTS IN IIS	
EXHIBIT 4	LASINI	RESORTS IN U.S.	

Name	state	rooms	price	suites	price	F&B	RV	golf	casino size	slots
Sycuan Resort & Casino	CA	103	125-185	14	150-3550	4	yes	3	73,000	2000
Turning Stone Casino Resort	NY	572	130-229	143	179-595	14	175	3	122,000	2310
The Greenbrier	WV	238	319-545	129		6		3	103,000	320
Foxwoods Resort Casino	CT	1,398	125-585	209	175-1500	26	yes	2	323,376	6200
French Lick Springs Resort & Casino	IN	442	169-269			15	yes	2	84,000	1335
Hyatt Regency Lake Tahoe Resort & Casino	NV	412	190-310	48	540-1400	4	•	2	18,900	260
Skagit Valley Casino Resort	WA	74	99-139	29	179-219	3		2	26,075	781
Cities of Gold Casino Hotel	NM	122	65-109	2	136	3		1.5	40,000	613
Hard Rock Hotel & Casino	NM	201				10		1.5	100,000	1600
Apache Gold Casino Resort	ΑZ	146	79-109	10	89-149	2	60	1	10,000	700
Cocopah Casino & Bingo	AZ	101	87-107	7	127-187	2	0	1	24,000	506
Barona Valley Ranch Resort& Casino	CA	397	129-279	9		8	yes	1	310,000	2000
Fantasy Spring Casino	CA	250	129-209	11	299-399	6	yes	1	95,000	2000
MGM Grand at Foxwoods	CT	590	199-349	235	315-555	5		1	50,000	1200
Coeur D'Alene Casino Resort Hotel	ID	202	70-125	8	150-400	7	yes	1	30,000	1800
Belterra Casino Resort & Spa	IN	608	99-220	у		7	yes	1	38,000	1600
Grand Victoria Casino & Resort	IN	201	69-199			5	yes	1	40,000	1382
Horseshoe Casino Hotel Southern Indiana	IN	503	99-299			9	yes	1	93,000	2000
Riverside Casino & Golf Resort	IA	200	110-230			2	20	1	43,142	1230
L'Auberge du Lac Hotel & Casino	LA	636	109-329	99	199-750	5	13	1	29,747	1645
Coushatta Casino Resort	LA	405	89-189	90		6	100	1	105,000	2800
Paragon Casino Resort	LA	335	99-179	57	155-345	6	185	1	102,120	2200
Bay Mills Resort & Casino	MI	142	69-119	4	150-200	5	76	1	15,000	710
Black Bear Resort Casino	MN	158	45-74	60	55-99	2	yes	1	65,000	2000
Grand Casino Hinckley	MN	485	54-126	52	99-202	5	222	1	54,800	2400
Jackpot Junction Casino Hotel	MN	253	65-89	23	105-190	4	40	1	440,000	1250
Hollywood Casino Bay St. Louis	MS	498	99-179	78		4	100	1	40,000	116
Beau Rivage Resort & Casino	MS	1740	99-299	95	295-375	4		1	76,715	2300
Grand Biloxi Casino Resort	MS	500	119-229	40		3	yes	1	28,785	830
Harrah's Tunica	MS	1356	39-215	117	149-999	8	200	1	136,000	2400
Hollywood Casino Tunica	MS	437	59-199	57	149-369	3	123	1	54,000	1289
Pearl River Resort	MS	847	89-259	220	189-879	12	yes	1	180,000	1497
Bellagio	NV	2688	149-499	308	575-5500	19		1	159,760	2449
Rampart Casino	NV	440	139-229	70	209-399	6		1	56,750	1265
Wynn Las Vegas	NV	2359	199-459	351	309-899	18		1	109,900	1980
Casablanca Hotel-Casino-Golf-Spa	NV	500	39-109	18	69-229	3	45	1	27,000	793
Inn of the Mountain Gods Resort & Casino	МИ	250	149-199	23	269-399	4		1	38,000	840
Sandia Resort & Casino	NM	198	188-226	30	269-339	4		1	65,000	2009
Chinook Winds Casino Resort	OR	227	89-184	81	184-264	4	51	1	30,000	1162

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Kah-Nee-Ta High Desert Resort & Casino	OR	109	149-199	30	179-269	2	51	1	25,000	327
Seven Feathers Hotel & Casino Resort	OR	146	69-109	0		4	191	1	27,300	1349
Wildhorse Resort & Casino	OR	100	70-100	5	129-149	4	100	1	000,08	812
Mount Airy Resort & Casino	PA	175	159-269	25	259-349	3		1	68,000	2523
Mountaineer Casino Racetrack & Resort	WV	238	117-179	20	165-229	8		1	80,056	2765

Data was garnered from "America's Top Golf Courses" which rates and evaluates 1,149 of the top courses in the U.S., Hawaii, Puerto Rico and the Virgin Islands. Thus, many courses are not listed because they fall below this cut-off point. Nemacolin was ranked 51<sup>st</sup> in the nation with a score of 27 and was in the top 10 in the Middle Atlantic Region (DC, DE, MD, PA, VA, WV). In the rankings of golf courses in the Commonwealth, Nemacolin is tied for first place. The Greenbrier is rated lower than Nemacolin with a score of 25. Fernwood is not listed and, of course, neither are the Eisenhower hotel nor Holiday Inn since they do not have golf courses.

Analysis was then made of casino based resorts that had at least one golf course from the chart above. It was found that there were only 3 that had more than two courses (Nemacolin would be tied for fourth place if the Category 3 license is granted since it has two courses). One casino resort, Turning Stone in New York rated higher than Nemacolin with a score of 28. French Lick in Indiana scored lower at 25 followed by Wynn Las Vegas at 24. Neither Foxwoods in Connecticut nor Sycuan in California were listed among the top 1,149 golf courses.

### Pennsylvania and Tourism

An in depth assessment of Pennsylvania tourism was completed in August of 2010 by TMG Consulting and entitled "Gaming, Resort, and Tourism Market Assessments: Nemacolin Woodlands Resort Site." Thus, the following represents an overview and highlights on the subject. The Commonwealth has a significant tourism base. Spending by travelers in Pennsylvania totaled \$27.81 billion in 2007, representing 3.1% growth over 2006's tally of \$26.97 billion and 8.4% growth over 2005's total of \$25.66 billion. Traveler spending supported 610,616 jobs and \$18.96 billion in wages in 2007. These figures represent 0.13% and 2.8% growth over 2006, respectively. Travelers generated federal, state, and local tax revenue totaling \$7.07-billion in 2007, representing 2.8%-growth over 2006. This is an industry worthy of support and nurturing.

The firm of Fenich & Associates LLC also assessed aspects of Western Pennsylvania that might have an impact on the deliberations regarding the granting of a Category 3 Resort License. While impacts of granting said license to any region will have statewide impacts, granting it to the Nemacolin Woodlands Resort applicant would be the only one to impact Western Pennsylvania, thus bringing additional economic activity along with additional attractions.

<sup>&</sup>lt;sup>19</sup> Zagat, 2009 publication date

<sup>&</sup>lt;sup>20</sup> The Economic Impact of Travel and Tourism in Pennsylvania, Pennsylvania Tourism Office, Harrisburg

The Laurel Highlands attracts over 1.4 million annual overnight visitors with \$1 billion in annual total visitor spending. This supports 23,783 tourism related jobs and over \$738 million in annual tourism related wages<sup>21</sup>. Thus, the Laurel Highlands currently garners less than 4% of state visitor spending, less than 4% of tourism jobs and 2.5% of tourism based wages. The region would benefit significantly from an increase in tourism as a result of granting a Category 3 license.

The possible tourism increase in the Laurel Highlands is enhanced by some existing or proposed initiatives. Foremost is the ongoing project to complete construction of Highway 43 which would provide better 'drive-in' access to the region, including Nemacolin Woodlands Resort. A VFR landing strip is in place at Nemacolin Woodlands Resort that currently accomodates small planes and helicopters, but possible future plans are to expand the site to allow turbo-prop aircraft (which might be warranted is there was a casino) and Nemacolin Management has held discussions with helicopter companies about shuttling guests from the Pittsburgh International Airport. Management is also considering providing limousines, shuttle or vans for guests arriving by Amtrak, especially if the high speed rail line becomes a reality. Each of these transportation improvements would allow more tourists from outside the state to come and experience Western Pennsylvania attractions including Nemacolin Woodlands Resort.

#### Analysis of Nemacolin Woodlands Resort

Fenich & Associates analyzed the Nemacolin Woodlands Resort in terms of a number of elements that are identified in the Act and in terms of its qualities as a resort. These include its history, existing and potential customer base, facilities and amenities.

### History

"In 1968, Pittsburgh industrialist Willard F. Rockwell (Rockwell International) established a private game reserve in the Laurel Highlands on what is now Nemacolin Woodlands Resort. This property was named Nemacolin Trails Hunting Reserve. The Rockwell's invited friends and business associates to hunt and fish the 400-acre reserve, populated by silver fox, bear and white-tailed deer. A hunting lodge was constructed in 1968, together with the golf course and airstrip. Lakes Louise and Carol were also added and Beaver Creek was developed into the excellent trout stream it is today.

The property was sold in 1979 to Cordelia Mellon Scaife and became an exclusive conference center. Three years later, the property returned to the Rockwell Family. Kent Rockwell, Willard's son, purchased the conference center and opened it to the public. In the years immediately following, the Maples and Laurel Ponds townhouses and a number of private homes were established on the estate.

In 1987, Joseph A. Hardy, III, founder of the 84 Lumber Company, purchased a large portion of the Nemacolin property at auction. An auction he attended in the hopes of purchasing a few acres of woodlands near a lake or stream for his daughter, Maggie, who loved fishing.

As Hardy recounts, "I left the auction without that piece of property for fishing because I bought the main parcel and was out of money." Hardy and his daughter, Maggie, promptly set about transforming the property into its present state – a 2,000 acre world-

<sup>&</sup>lt;sup>21</sup> Source: Laurel Highlands Convention and Visitors Bureau, report by Global Insight.

class resort, rated Four-Stars by the prestigious Forbes Travel Guide and Four-Diamonds by the American Automobile Association (AAA). In 2002, Hardy transferred full ownership of the resort to his daughter, Maggie Hardy Magerko, who still serves as President and Owner." <sup>22</sup>

Analysis of the 'history' reveals that, what is today the Nemacolin Woodlands Resort property, has only had three different families as owners. The current owners, the Hardy family has had continuous ownership for over 30 years. This is clear evidence that Nemacolin Woodlands Resort is well established and demonstrates stability of ownership.

#### **Customer Base**

An important factor for any resort operation is its geographic draw. As seen in Exhibit 4, Nemacolin Woodlands Resort has a significantly broader geographic tourism draw than the state as a whole. For example, the state draws 8.5% of its visitors from Washington DC, Virginia and Maryland while Nemacolin draws 30% of its group business and 14% of its leisure business from these markets. Nemacolin also draws three to four times more of its business from Ohio than does the State (approx. 15% vs. 3.5%). This means that, should the Category 3 license be granted to Nemacolin Woodlands Resort, it would draw more patrons from out-of-state than instate. This is in sharp contrast to the two existing casino operations in Western Pennsylvania.

### EXHIBIT 4 - Geographic Draw

Current Nemacolin group b	ousiness draw	
Western PA	33% vs. PA tourism	25%
MD, DC, VA	30% vs. PA 8.5%	
Ohio	11.5% vs. PA 3.5%	
Current Nemacolin geograp	ohic leisure draw	
W PA	30% vs. PA 25%	
DC/VA/MD	14% vs. PA 8.5%	
Ohio	17.8 vs. PA 3.5%	

Another factor to be considered is household income of current Nemacolin Woodlands
Resort guests. As seen in Exhibit 5, only 5% have household incomes of \$75,000 or less and
almost 50% have incomes of over \$225,000. This suggests that guests at Nemacolin Woodlands
Resort have more expendable income than tourists in the state as a whole or the region. A study
by Harrah's Entertainment found that the average casino patron in the U.S. had a median
household income of about \$70,000. Thus, Nemacolin guests (overnight) would be expected to
spend significantly more in the casino than either typical tourists to the Commonwealth or
typical U.S. gaming patrons. This means that the economic impact of a casino at Nemacolin
would be greater than any of the other locations under consideration for a Category 3 Resort
License. It also assures that a casino at Nemacolin would have a minimal 'cannibalization'
effect on the two other casino operations in Western Pennsylvania because the Nemacolin guest
is different: more upscale and traveling a farther distance. Moreover, tourists coming to
Nemacolin are drawn to its wide array of activities and amenities, not just gaming.

<sup>&</sup>lt;sup>22</sup> FACT SHEET NEMACOLIN (downloaded Sept 6, 2010)

**EXHIBIT 5: Demographic Data on Leisure Guests** 

Household Income	
< \$75,000	5%
\$75,000 - \$149,000	24%
\$150,000 - \$224,999	25%
\$225,000 - \$299,999	15%
\$300,000+	32%
	,
Distribution of Age	
Under 30	3%
30-39	25%
40-49	34%
50-59	26%
60-69	9%
70+	3%

Source: Nemacolin Woodlands Resort

Nemacolin is not just a resort for higher income, out of town guests. Upwards of 15% of the current guests at the resort are 'day-trippers' who do not stay overnight. They come year round to use the spa, banquet facilities for events such as weddings, the pet hotel with its veterinarian and grooming, horseback riding, off road driving school, etc. In the summer these day trippers can use the two golf courses which are 'daily fee' and open to the public, and the Nike Golf Academy, the shooting (shotgun) facility, while in the winter they can make use of the ski slope, skiing lessons, snow tubing and more. Nemacolin offers substantial recreational guest amenities to local residents, year round.

#### Average Daily Rate and Occupancy

Further supporting the notion that Nemacolin overnight guests are different from those at other resorts and casinos is the room rate paid or average daily rate (ADR). While the average rate for a hotel room in the U.S. is under \$100, the ADR at Nemacolin Woodlands Resort is almost \$300.

The other operational statistic used by hotels across the country as a benchmark is occupancy rate: the percentage of all rooms in a property that are rented, or occupied, on an average night. Here, Nemacolin has an occupancy rate similar to other lodging establishments in the U.S. at 60%. However, this also means that fully 40% of the guest rooms at Nemacolin Woodlands Resort are <u>not</u> used on a given night. Therefore, there is excess capacity that could be filled by casino patrons which would enhance the guest amenities at an established resort

hotel in order to protect and enhance existing tourism venues, as per the mandates for the Category 3 license. If one considers solely the 333 hotel type guest rooms at Nemacolin Woodlands Resort, increasing occupancy by a mere 20% would bring over 60,000 additional visitors to the resort and the Laurel Highlands (333 rooms X 20% increase X 365 days per year X average party size of 2.5).

#### Synopsis

Nemacolin guests are drawn from a wide geographic area, a draw that would only be increased by the addition of a casino amenity. This would bring additional regional economic activity and out-of-state visitors. The mix of amenities, not the casino, would be the draw at Nemacolin Woodlands Resort—a different draw than any existing or proposed casino site in the Commonwealth. The household income of overnight guests at Nemacolin Woodlands Resort is also higher. All of these factors underscore that cannibalization would not be a factor.

#### Discussion of Facilities

Properties under consideration for Category 3 Licenses (Resort Licenses) are required by the Act to (1) "possess substantial recreational guest amenities," (2) have "recreational guest amenities that are available year-round," and the objective of the statute is (3) "the enhancement of guest amenities at established resort hotels."<sup>23</sup> "All high-end resorts offer excellent service, golf, fine dining, a spa, and children's activities, but the Greenbrier goes several steps beyond what you would expect. Some of the more unusual activities include falconry, afternoon tea in the upper lobby and touring the Greenbrier Bunker. . . The resort is big. It has its own shopping gallery, an eight lane bowling alley, indoor pool, hair salon, and a 300 seat movie theater." (Mark Pazdur, Publisher, Executive Golfer August 2010) It is true that all high-end resorts offer similar excellent amenities. The Principal Investigators personally ascertained that Nemacolin Woodlands Resort also offers all the other amenities that this publisher of Executive Golfer is raving about, except falconry. However, Nemacolin has all of those amenities plus a wildlife habitat with lions, hyenas, zebras and more, dog-sledding, a pet hotel with suites, swimming pool and grooming, a \$45 million art collection, the "Auto Toy Store" (a collection of vintage cars); a collection of vintage planes; a kids' spa; the only Nike Shop at the Links; and the RC car racing area, just to name some of the other amazing activities that are on property.

Exhibit 6 provides a list of over 70 amenities and activities (there a multiple amenities in some categories such as fine dining restaurants) currently available at Nemacolin. There is not a resort in the U.S., let alone in Pennsylvania, that can surpass this array of year-round offerings. Further, simply providing a list does not do justice to the quality of these offerings. The Principal Investigators have visited and analyzed some of the top rated resorts around the

<sup>&</sup>lt;sup>23</sup> Letter to the Honorable Thomas A. Decker, Chairman, The Pennsylvania Gaming Control Board from Christopher B. Craig, Counsel, dated March 28, 2007

world such as Trionon Palace outside Paris, Four Seasons Kapalua, Hawaii (Zagat # 1 rated resort), Canyon Ranch, Tucson, Inn at Spanish Bay, the Broadmoor and more. Having also personally stayed at Nemacolin, the Principal Investigators can state with confidence that Nemacolin has more activities/amenities than any of these top rated resorts of comparable quality.

### EXHIBIT 6 NEMACOLIN FACILITIES – AMENITIES – ACTIVITIES

#### ACCOMMODATIONS & LODGING

- 1. Falling Rock Hotel
- 2. Chateau Lafayette
- 3. The Lodge
- 4. Townhomes
- 5. Luxury Home Collection
- 6. Maggie Valley RV Park

#### **RESTAURANTS, BARS & LOUNGES**

- 7. 3 Fine Dining Restaurants,
  - a. including 5 Star Lautreci. 4 Star Aqueous
- 8. 12 Casual Dining Outlets
- 9. 12 Bars & Lounges
- 9. IZ Dais & Louis
- 10. Cigar Bar
- 11. Academie du Vin Wine Tasting Room
- 12. One of Pennsylvania's Largest Wine Cellars

#### **EVENTS MEETINGS**

- 13. Over 31,000 square feet of meeting and banquet facilities
- 14. Dedicated planning team
- 15. Team
  building
  activities

### SPORTS

- 16. Mystic Rock Golf Course
- 17. Links Golf Course
- 18. Nike Golf Academy
- 19. Disc Golf
- 20. Mini Golf
- 21. Tennis Courts
- 22. Croquet
- 23. Skiing Slopes
- 24. Cross Country Skiing
- 25. Equestrian Center

### **OUTDOORS**

- 26. Shooting Academy
- 27. Off-Road Driving Academy
- 28. Paintball
- 29. Hiking Trails
- 30. Mountain Bike Trails

- 31. Climbing Wall
- 32. Elevated Ropes Course
- 33. 3 Zip Lines
- 34. Archery
- 35. Dog Sledding
- 36. Fly Fishing Programs
- 37. 5 Swimming Pools

#### SPA & FITNESS

- 38. Woodlands Spa
- 39. Fitness Center
- 40. Kids Spa
- 41. Hiking Trails .
- 42. Running Trails

#### ART & HISTORY

- 43. \$45 Million Hardy Family Art Collection
- 44. Antique Car Museum
- 45. Thames Racer Museum
- 46. Vintage Airplane Museum
- 47. Vintage Gun Museum
- 48. Historic Section of the Berlin Wall

#### WILDLIFE ATTRACTIONS

- 49. Wildlife Academy
- 50. Wildlife Habitats
- 51. Lions
- 52. Tigers
- 53. White Buffalo
- 54. Camels
- 55. Bears
- 56. Elk
- 57. Zebras

#### RETAIL

- 58. 14 Retail Shops,
- 59. including a 55,000 sq. ft. shopping areade
- 60. Women's Apparel
- 61. Men's Apparel
- 62. Nike Golf
- 63. Mystic Rock Pro Shop
- 64. Children's Toy Store
- 65. Starbucks
- 66. Cigar Shop
- 67. Hardy & Hayes Jewelers
- 68. Ski Shop

#### "Well-Established Resort"

Another requirement of the statute is that "applicant resort hotel be wellestablished."<sup>24</sup> Awards and the like support the concept of being well-established. Exhibit 7 lists awards, accolades and honors bestowed on Nemacolin Woodlands Resort over the years in operation.

### EXHIBIT 7 NEMACOLIN AWARDS AND ACCOLADES RESORT

- Five Diamond Rating (Falling Rock hotel) AAA, 2007, 2008, 2009
- Gold List World's Best 700 Hotels, Resorts & Cruise Lines Conde Nast Traveler magazine, 2007
  - #5 Condé Nast Top 100 Golf Resorts Conde Nast Traveler Reader's Poll 2008
  - Four Diamond Rating AAA, 2004, 2005, 2006, 2007, 2008, 2009
  - Four Star Rating Forbes Travel Guide, 2004, 2005,

2006, 2007, 2009 500 Best Hotels in the World - Travel

Leisure magazine, 2006

- Pennsylvania's Lodging Employee of the Year (Pagey Fink, Falling Rock butler) Pennsylvania Tourism & Lodging Association's "Spirit of Hospitality Awards," 2006
  - Industry Top Performer Lodging Hospitality, 2006

#### **GOLF**

- Gold Medal, Premier Golf Resorts Golf Magazine, 2010 #2 Best Public Courses You Can Play in Pennsylvania - Golf Digest, 2009, 2010
  - #68 Top 100 Public Golf Courses Golf Digest, 2009
  - #13 Best Courses You Can Play in Pennsylvania Golf Digest, 2009
  - #1 Best Courses You Can Play in Pennsylvania Golfweek, 2008, 2009
  - #65 "America's 100 Best Resort Golf Courses" Golfweek, 2008
  - #9 World's 50 Best Golf Hotels Golf Digest (Index), 2008, 2009
  - #5 Condé Nast Top 100 Golf Resorts (Falling Rock at Nemacolin Woodlands Resort) -

### Conde Nast Traveler Reader's Poll 2008

- Best in Course Design, 100% Conde Nast Traveler Reader's Poll 2008
- #54 Condé Nast Top 100 Golf Resorts (The Lodge at Nemacolin Woodlands Resort) -

#### Conde Nast Traveler Reader's Poll 2008

- #90 of Top 100 Golf Resorts in North America, Caribbean, Ireland & Scotland Condé Nast Traveler (Readers' Poll), 2007
  - #31 in "50 Best Courses for Women" Golf for Women, 2006
  - #2 "Course to Play" in Pennsylvania Golfweek, 2006
  - #86 of Top 100 Golf Resorts in North America, Caribbean, Ireland & Scotland -

<sup>&</sup>lt;sup>24</sup> Letter to the Honorable Thomas A. Decker, Chairman, The Pennsylvania Gaming Control Board from Christopher B. Craig, Counsel, dated March 28, 2007

- Condé Nast Traveler (Readers' Poll), 2006
- #45 in "America's 100 Best Resort Golf Courses" Golfweek, 2006

#### SPA

- Four Star Rating Forbes Travel Guide, 2005, 2006, 2007, 2008, 2009
- #10 Resort Spa in North America (Readers Choice Awards), *Condé Nast Traveler*, 2008
- #4 "Top Spas for Treatments" (Readers Choice Awards), Condé Nast Traveler, 2008
- "Top 55 Spas in North America, in the Caribbean, and at Sea" (Readers Choice Awards), Condé Nast Traveler, 2007
- "Top 20 Salons in America" (Salon at Woodlands Spa), *Beauty Launchpad* magazine, 2006 "Best Spa for Men," *SpaFinder*, 2005 & 2006
- "Best Spa for Golf," SpaFinder, 2005 & 2006

#### CULINARY/FOOD & BEVERAGE

- Forbes Five Star Rating (Lautrec), 2009
- AAA, Five Diamond Rating (Lautrec), 2008, 2009
- "Silver Award" French Restaurants, Pittsburgh Magazine, 2007
- "Bronze Award" Sunday Brunch, Pittsburgh Magazine, 2007
- "Silver Award" New American/Contemporary Restaurants, Pittsburgh Magazine, 2007
- "Pittsburgh's Top 25 Restaurants" (Lautrec), Pittsburgh Magazine, 2004-2009
   "Pittsburgh's Top 25 Restaurants" (Aqueous), Pittsburgh Magazine, 2005, 2006
- "Rising Star Chef" Dave Racicot (Aqueous), Pittsburgh Magazine, 2006
   "Top Rising Chefs" Dave Racicot (Aqueous), Gayot.com, 2006
- "Department Manager of the Year" (Dave Racicot, Chef de Cuisine, Lautrec) Pennsylvania Tourism & Lodging Association's "Spirit of Hospitality Awards," 2008
- "Delicious Design" for Restaurant Architecture (Aqueous), Pittsburgh Magazine, 2006 "Gold Award" New American/Contemporary Restaurants, Pittsburgh Magazine, 2006 "Gold Award" Most Romantic Restaurants, Pittsburgh Magazine, 2006
- "Silver Award" French Restaurants, Pittsburgh Magazine, 2006
- "Chef of the Year" Brad Kelly (Lautrec), *Pittsburgh Magazine*, 2004, 2005 AAA, Four Diamond Rating (Aqueous), 2005, 2006, 2007

### **MEETINGS**

- Best of the East Awards, Meetings East, 2007
- Award of Excellence, Corporate & Incentive Travel, 2003, 2005
- Gold Key Award, Meetings and Conventions, 2002, 2003, 2004, 2005
   Planners' Choice Award, Meetings News, 2002, 2004
- Pinnacle Award, Successful Meetings, 1998, 1999, 2000, 2001, 2002, 2003, 2005

The foregoing list is indicative of the true notability of Nemacolin Woodlands Resort. If the Category 3 license is awarded to Nemacolin, the casino would add to the resort and further broaden both its clientele and geographic reach. It would "provide an additional guest amenity"

to large year-round resort(s) in an effort to boost tourism at these established locations in the Commonwealth" and "the gaming floor at a resort hotels is intended as an enhancement for guest and area tourism – not the primary economic revenue generator..."<sup>25</sup>

Further analysis of the facilities and amenities at Nemacolin provides evidence that it more than meets the standards set forth in the Act for Category 3 Licenses and that the addition of a casino would further enhance its attractiveness. First, there is no question that Nemacolin Woodlands Resort meets the 275 hotel room threshold and second, that it has numerous food and beverage outlets, including one 5 star and one 4 star rated restaurant. In terms of the entire population of golf resorts, Nemacolin is in the top 50 in the U.S., is the top rated in Pennsylvania, and would be one of the top casino/golf resorts in the country.

#### Conclusion

The Pennsylvania Gaming Control Board has, with Nemacolin Woodlands Resort, the opportunity to create a 'crown jewel' of year-round resorts with casinos. It is the opinion of the researchers that there is no resort in the Commonwealth, and only a few in the U.S., that would be comparable if it included a casino. Given the breadth and quality of the offerings at Nemacolin Woodlands Resort, it could be a unique destination in the U.S. gaming market and a source of significant pride for the Commonwealth and its citizens. As a gaming destination, Nemacolin Woodlands Resort would draw both national and international visitors.

When told that Dr.'s Fenich and Hashimoto were visiting Nemacolin, a regular guest of the resort who is a member of the DuPont family stated "So many great things to say about it. I have been to the best of the best and they are in my top 2 all time favorites...." A casino would only add to its panache.

Based on (1) expertise resulting from years of experience in tourism and gaming, (2) reviewing the studies related to tourism trends, (3) studies on tourism in Pennsylvania, (4) review of the Category 3 License objectives, (5) interview with stakeholders and (6) personal visitation to the Category 3 applicants plus existing casino operations in Western Pennsylvania, it is the finding of the research team that Nemacolin Woodlands Resort is the best candidate for the license and would best fulfill the intent of the Category 3 License legislation.

### DISCLAIMER / LIMITATIONS

The views and opinions expressed in this report are solely those of Fenich & Associates LLC. Every effort has been made to provide information and insights and accuracy

<sup>&</sup>lt;sup>25</sup> Letter to the Honorable Thomas A. Decker, Chairman, The Pennsylvania Gaming Control Board from Christopher B. Craig, Counsel, dated March 28, 2007

commensurate with a level expected in academe. Much of the data is from secondary sources. Thus the accuracy of said data cannot be explicitly guaranteed.

The analysis is based on social and economic conditions as they exist today and have existed over the past few years. The projections about tourism, visitiation, and pratronage are based on historical patterns and expected change but the future cannot be guaranteed. The accompanying study is prepared for the information and use of our client and may not be relied upon by any third party for any purpose, including but not limited to financing or investment in the project. We have no obligation, unless subsequently engaged, to update this report or revise this analysis as presented due to events or conditions occurring after the date of this report.

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### ATTACHMENT 1

VITA August 2010

### GEORGE G. FENICH, PH.D.

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College of Human Ecology
310 Rivers
East Carolina University
Greenville, NC 27858
fenichg@ecu.edu

### **EDUCATION**

Ph.D. Planning/Policy Development (Tourism Planning, Policy, Development) Rutgers University, October 1992. Dissertation title "The Dollars and Sense of Convention Centers."

M.S. Management, Rensselaer Polytechnic Institute, December 1983.

B.S. Recreation and Tourism Administration, S.U.N.Y. Cortland, May 1972.

M.B.A. courses: 15 credits of Hospitality Management, FDU, 1986-90.

#### Certifications

"Police officers gaming" certificate. Casino Careers Institute, Atlantic City, NJ, 10-95.

Spectravision training, certificate in hotel technology. Spectravision, Dallas TX, 8-94.

Full certified, Professional Ski Instructors of America, 1973.

#### ACADEMIC EXPERIENCE

East Carolina University, 2007 (July) – Present, Professor, Tenured
Hospitality Management Department, College of Human Ecology

<u>East Carolina University</u>, 2007 (January) – June 2007 – Professor, one quarter time, Hospitality Management Department

University of New Orleans 2000 (Aug.) - Aug. 2006, Professor, Tenured.

Lester E. Kabacoff School of Hotel, Restaurant and Tourism Administration In College of Business

University of New Orleans 1996 - 2000, Associate Professor, Tenured.

Fairleigh Dickinson University 1993-1996, Associate Professor, Tenured,

School of Hotel, Restaurant and Tourism

College of Business

1992-1993 Assistant Professor, Tenured

1986-1992 Full time Instructor, Tenure Track

1985-1986 Part-time Adjunct Instructor, Non Tenure Track.

Rutgers University 1986-1992: research assistant,

full time summer, part time rest of year

Center for Urban Policy Research

Glassboro State College 1985-1986: Adjunct Instructor, Part-time.

College of St. Elizabeth 1984-1985: Guest Lecturer.

Jersey City State College 1984-1985: Guest Lecturer.

#### Courses Taught

Doctoral

Dissertation (committee member)

Masters

Hospitality and Tourism Strategic Management (capstone course)

Independent Study

Thesis (committee member)

Bachelors

Dimensions of Tourism

Tourism planning and policy (capstone course)

Introduction to meetings, exhibitions, events and conventions

Meeting, exhibition, event and convention planning

Tourism planning

Services management

Principles of Tourism

Hotel operations

Introduction to Hospitality and Tourism

Strategic planning in hospitality (capstone course)

Casino Management

International Tourism

Tourism Management and the Environment

Housekeeping and maintenance in hotels and restaurants

Figure 1. Figure 1. As a second of the secon

Fundamentals of management

Principles of marketing

Retailing

Independent Study

Honors Thesis (Chair)

### CONSULTING

## FENICH & ASSOCIATES LLC (website fenich.com)

	CLIENTS	SERVICES PROVIDED	DATE
•	Albuquerque CVB	Destination Attractiveness City Comparison (DACC) 2006 Destination Attractiveness Mathematical Market Metrics (DAFuturePace/TAP Report	AMMM)
3	Atlanta CVB	FuturePace/TAP Report	2006
•	Austin CVB	FuturePace/TAP Report	2006
9	Baltimore Area Convention and Vi	isitors Association	
		Destination Attractiveness City Comparison (DACC) 2007 Destination Attractiveness Mathematical Market Metrics (DAFuturePace/TAP Report	MMM)
•	Charlotte Regional Visitors Associ	ation	
		Destination Attractiveness City Comparison (DACC) 2010 Destination Attractiveness Mathematical Market Metrics (DA Impact of hotel inventory; sports attractors, cultural attractors space	,
•	Charlotte Regional Visitors Associ	ation	
		Destination Attractiveness City Comparison (DACC) 2007 Destination Attractiveness Mathematical Market Metrics (DA FuturePace/TAP Report	MMM)
9	Cincinnati CVB	Destination Attractiveness City Comparison (DACC) 2006 Destination Attractiveness Mathematical Market Metrics (DA FuturePace/TAP Report	MMM)
•	Cleveland CVB	Destination Attractiveness City Comparison (DACC Destination Attractiveness Mathematical Market Metrics (DA FuturePace/TAP Report	
•	Dallas CVB	Destination Attractiveness City Comparison (DACC) 2006 Destination Attractiveness Mathematical Market Metrics (DAFuturePace/TAP Report	MMM)
•	Denver Area Convention and Visit		
and designation of		Destination Attractiveness City Comparison (DACC) 2007 Destination Attractiveness Mathematical Market Metrics (DA FuturePace/TAP Report	
•	Greater Hartford CVB	Presentation at Hotel Summit	2009
•	Greater Hartford CVB	Destination Attractiveness City Comparison (DACC) 2008 Destination Attractiveness Mathematical Market Metrics (DA	MMM)
•	Indianapolis Area Convention & V		
		Destination Attractiveness City Comparison (DACC) 2007 Destination Attractiveness Mathematical Market Metrics (DA Analysis of Infrastructure Improvements FuturePace/TAP Report	ммм)
9	Jacksonville and the Beaches CVB		
		Destination Attractiveness City Comparison (DACC) 2007 Destination Attractiveness Mathematical Market Metrics (DAFuturePace/TAP Report	.MMM)

3	Lexington CVB	Destination Attacks City Co. 1 (DACC) 2000
	Lexington CVB	Destination Attractiveness City Comparison (DACC) 2008 Destination Attractiveness Mathematical Market Metrics (DAMMM)
		Comparison of attractiveness of Lexington and Louisville
9	Louisville CVB	Destination Attractiveness City Comparison (DACC) 2009
		Destination Attractiveness Mathematical Market Metrics (DAMMM)
9	Louisville CVB	Destination Attractiveness City Comparison (DACC) 2006 Destination Attractiveness Mathematical Market Metrics (DAMMM) FuturePace/TAP Report
9	Memphis CVB	Destination Attractiveness City Comparison (DACC) 2008
		Destination Attractiveness Mathematical Market Metrics (DAMMM) Analysis of additional attractors including bars, casinos
ə	Visit Milwaukee	Destination Attractiveness Mathematical Market Metrics (DAMMM) 2010
9	Visit Milwaukee	Destination Attractiveness Mathematical Market Metrics (DAMMM) 2008
		Destination Attractiveness City Comparison (DACC)
		Analysis of impact of enlarged convention center FuturePace/TAP Report
0	Visit Omaha	Destination Attractiveness Mathematical Market Metrics (DAMMM)
		2006
		Destination Attractiveness City Comparison (DACC) FuturePace/TAP Report
9	Phoenix CVB	Destination Attractiveness City Comparison (DACC) 2008
		Destination Attractiveness Mathematical Market Metrics (DAMMM)
		Analysis of additional attractors including enlarged convention center and added hotels
9	Visit Pittsburgh (DAMMM)	Updating Destination Attractiveness Mathematical Market Metrics 2009
		Analysis of Probable Impact of New Fairmont Hotel Analysis of Impact of Current World Financial Crisis on Annualized Room Night Consumption
o	Visit Pittsburgh	Assessment and Application of Time Line for Full Impact of Hotel and Improved Economy on Annualized Room Night Consumption
		Analysis of research studies undertaken by VisitPittsburgh 2008  Production of report analyzing research studies
		Development of strategy for research on destination attractiveness for leisure visitors to Pittsburgh Consultation
0	Visit Pittsburgh	Impact of Headquarters Hotel Change Based on Increased Total
	Rooms	2008
		Impact of Decreased Air Lift on Probable Convention Room Night Consumption
•	Visit Pittsburgh	Destination Attractiveness Mathematical Market Metrics (DAMMM) 2007
9	Visit Pittsburgh	Destination Attractiveness Mathematical Market Metrics (DAMMM) 2005
		Destination Attractiveness City Comparison (DACC) FuturePace/TAP Report
9	Travel Portland	Destination Attractiveness Mathematical Market Metrics (DAMMM) 2009
		Destination Attractiveness City Comparison (DACC) Additional Text Report

Reno Area Convention & Visitors Association

Destination Attractiveness City Comparison (DACC) 2007

Destination Attractiveness Mathematical Market Metrics (DAMMM)

• Sacramento CVB Destination Attractiveness City Comparison (DACC) 2007(TAP)

Destination Attractiveness Mathematical Market Metrics (DAMMM)

San Antonio CVB Destination Attractiveness City Comparison (DACC) 2009

Destination Attractiveness Mathematical Market Metrics (DAMMM)

Analysis of impact of increased hotel inventory

• San Antonio CVB Destination Attractiveness City Comparison (DACC) 2007(TAP)

Destination Attractiveness Mathematical Market Metrics (DAMMM)

San Antonio CVB Destination Attractiveness City Comparison (DACC) 2008

Destination Attractiveness Mathematical Market Metrics (DAMMM)

Spokane Regional CVB Destination Attractiveness City Comparison (DACC) 2009(TAP)

Destination Attractiveness Mathematical Market Metrics (DAMMM)

Washington DC Convention & Tourism Corporation

Destination Attractiveness City Comparison (DACC) 2006

Destination Attractiveness Mathematical Market Metrics (DAMMM)

FuturePace/TAP Report

#### **PUBLICATIONS**

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<u>Introduction to Meetings, Expositions, Events and Conventions 2<sup>nd</sup> edition, Prentice-Hall, Summer 2007</u>

Cost Control in the Hospitality Industry (2nd Edition). Prentice Hall. July 15, 2006. Agnes L. DeFranco, Pender B. Noriega, H. G. Parsa, and George G Fenich.

<u>Casino Dictionary: Gaming and Business Terms</u>. Prentice Hall. December 2005 (copyright 2007), Co-authored with Kathryn Hashimoto.

Meetings, Expositions, Events, and Conventions: an Introduction to the Industry, Prentice-Hall, Preliminary Edition published in January 2004, final edition published in July 2004.

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"Beyond the traditional gambler: marketing to the meetings, exhibitions, events and conventions sector." In Casino Marketing, K. Hashimoto Ed. Englewood Cliffs (NJ): Prentice Hall. In press July 2008.

"Overview of the Meetings, Expositions, Events and Conventions Industry." 2007. <u>In Introduction to the Hospitality Industry (pp. 377–386)</u>. Brymer and Hashimoto (Eds). Dubuque: Kendall/Hunt Publishing.

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<u>Facility Development</u> (pp. 63-80) Robert Nelson, Editor. Binghamton (NY): The Haworth Press.

"Convention Center Ownership and Management: The Case of the United States" (2002) in Convention Tourism: Research and Industry Perspectives (Pp. 139-152) Webber & Chon Editors. Binghamton (NY): Haworth Hospitality Press.

"Quality and its assurance in hospitality education" (1999) in <u>Hospitality Management Education</u> (pp. 67-96) by Barrows and Bosselman. Binghamton (NY): Haworth Press.

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Fenich, G.G., Chacko, H., Taylor, M. (2009) "Hotel/meeting planner contracts." International Journal of Hospitality and Tourism Administration, 10 (4), 283- 295 [lead article], (October – December).

Fenich, G.G. & Bordelon, B.M. (2008) "It there an optimal type of ownership and organizational structure when developing convention and entertainment facilities?" <u>Journal of Convention and Event Tourism</u>, 9(3), 182-198. Lead Article.

Fenich, G.G. & Hashimoto, K. (2006) "Dummy Up and Deal: Evolution of Management in the Casino Industry" Casino & Gaming International, 1 (January), 7-11.

Fenich, G. & K. Hashimoto. (2004) "Perceptions of cannibalization: what is the real effect on land based casinos on local restaurants?" <u>Gaming Law Review</u>, 8(4), 247-259.

Fenich, G.G. and M. Erdem. (2004). "The effect of 9/11 on convention bookings." Convene, April, 25-26.

Fenich, G.G. & Hashimoto, K. (2004). "Casinos and Conventions: Strange Bedfellows." <u>Journal of Convention and Event Tourism</u>, 6(1/2), 63-80.

Hashimoto, K. & Fenich, G.G. (2003). "Does Casino Development Destroy Local Food and Beverage Operations? Development of Casinos in Mississippi." <u>Gaming Law Review</u>, 7(2), 101-109.

Fenich, G.G. (2001). "Using New Orleans as a predictor of the future of the convention industry." Journal of Convention and Exposition Management. 3(2), 3-14.

Fenich, G.G. (2001). "Towards a conceptual framework for assessing community attractiveness for conventions." Journal of Convention and Exposition Management, 3(1), 45-64.

Chacko, H. & Fenich G.G. (1999). "Determining the importance of US convention destination attributes." Journal of Vacation Marketing, 6(3): 211-220.

Fenich, G.G. (1998). "Convention center operating characteristics." <u>Journal of Convention and Exposition Management.</u> 1(2/3): 1 – 25.

Fenich, G.G. (1998). "Conventions, Centers, and Meetings: Analysis of the Decade." <u>Visions in Leisure and Business</u>. 16(4): 4-13.

Fenich, G.G. (1998). "Crime and Casinos," <u>Journal of Hospitality and Tourism Education</u>. 10(2): 37-41.

Fenich, G.G. (1996). "A Chronology of Legalized Casino Gaming in the U.S.," <u>Gaming Research and Review Journal</u>. 3(2):65-77.

Fenich, G.G. (1996). "The Uses and Abuses of Multipliers: A Current Case," <u>Hospitality Research</u> <u>Journal</u>. 20(1): 101-108.

Fenich, G.G. & Hashimoto, K. (1995). "Teaching Casino Gaming," <u>Hospitality and Tourism Educator</u>. 7(4): 63-64.

Fenich, G.G. (1995). "Convention Center operations: Some Questions Answered," <u>International Journal of Hospitality Management</u>, 14(3/4): 311-324.

Fenich, G.G. (1995). "Casino Gaming in the United States: Past, Present, and Future," <u>FIU Hospitality Review.</u> 13(1): 34-38.

Fenich, G.G. (1994). "An Assessment of Whether the Convention Center in New York is successful as a Tool for Economic Development." <u>Economic Development Quarterly.</u> 8(3): 245-255.

Gregory, S.R & Fenich, G.G. (1994). "Service - The Marketing Stepchild: The Hospitality Scenario," The Hospitality and Tourism Educator. 6(3): 55-58.

Fenich, G.G. (1993). "Localized Ground Transportation in the 21st Century and Its Impact on the Hospitality Industry." <u>Hospitality Research Journal</u>, 17(1): 195 - 208.

Fenich, G.G. (1993). "Convention Center Impacts: The Las Vegas Case." <u>The Journal of Hospitality and Tourism Research</u>, 4(1): 38 - 45.

Fenich, G.G. (1992). "Convention Center Development: Pros, Cons and Unanswered Questions." <u>International Journal of Hospitality Management</u>, 11(3): 183-196.

Fenich, G.G. (1991). "The Consequence of Casino Gaming in the Eastern U.S." Southeast <u>CHRIE</u> Research and Review Journal, 3(1): 32-47.

Beaton, W.P. et al. (1991). "The Impact of Regional Land-Use Controls on Property Values: The Case of the New Jersey Pinelands." <u>Land Economics</u>. 67(2): 172-194.

Fenich, G.G. & K. Hashimoto. (1990). "A Critical Look at SAS and SPSS-X: An Application in Hospitality Using the Discriminant Procedure". Hospitality Research Journal, 14(3): 63-74.

Fenich, G.G. (1988). "An Empirical Assessment of Support of Pursuit of Doctoral Degrees in Hotel, Restaurant and Institutional Education," <u>Hospitality Education and Research Journal</u>, 12(2): 107-113.

Fenich, G.G. (1987). "The Rise and Fall (and Rise) of an Empire: A Case Study of Atlantic City," Hospitality Education and Research, Journal, 11(2): 355-356.

Fenich, G.G. (1971). "Serving the Disadvantaged- Action in Westchester County," <u>Journal of the</u> New York State Recreation and Park Society, 3(4): 22-23.

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### Refereed & Published Proceedings

Fenich, G.G. & K. Hashimoto. (2010) "Towards a framework for development of courses of study in meetings, expositions, events and conventions (MICE). ICHRIE Annual conference in San Juan, P.R.

Fenich, G.G. & K. Hashimoto. (2010) "A rational for a university gaming management degree: A case for South Africa. ICHRIE Annual conference in San Juan, P.R.

Fenich, G.G. & K. Hashimoto. (2008) "Life cycle analysis of the meetings, expositions and conventions industry: preliminary results." CHRIE convention in Atlanta, July.

Fenich, G.G. & K. Hashimoto. (2007) "Non-verbal communication in an international environment." CHRIE convention in Dallas, July.

Hashimoto, K. & Fenich, G.G. (2007) "Service profit chain: an exploratory study." CHRIE convention in Dallas, July.

Fenich, G.G., Alici, M. Sliva, P. (2006). "A taxonomy for comparing cities that attract conventions." CHRIE convention in Washington, July, other authors are Master Degree Candidates.

Fenich, G.G. & B. Bordelon. (2005). "An exploratory study of multi use venues in selected U.S. cities. CHRIE convention in Las Vegas, August.

Fenich, G.G. & B. Bordelon. (2004). "Operational and ownership structures in public entertainment facilities." IAAM conference in Reno, NV, July.

Fenich, G.G. (2000). "Local restaurant operations before and after casino development." 11<sup>th</sup> Conference on Gaming and Risk Taking, June, in Las Vegas.

Fenich, G.G. (1997). "Casino Gaming and the Substitution Effect: A Discussion." 72<sup>nd</sup> Annual WEA Conference, Western Economics Association International, July, in Seattle, WA.

Fenich, G.G. (1997). "The effect of casino development on local restaurant businesses: a preliminary finding." International Conference on Gaming and Risk Taking in Montreal (Canada), May.

Fenich, G.G. (1997). "Emerging Gaming Markets in the U.S.: Indian Casinos, Riverboats, and Gulf Coast Casinos." North American Economics and Finance Association, New Orleans, January.

Fenich, G.G. (1996). "An Historical Analysis of Casino Gaming in the United States." 2<sup>nd</sup> Annual Gaming Educators Conference, University of Nevada Las Vegas, May.

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Fenich, G.G. & K. Hashimoto. (1996). "People's Opinions of Atlantic City Versus Las Vegas: A National Perspective." 2<sup>nd</sup> Annual Gaming Educators Conference, University of Nevada Las Vegas, May.

Fenich, G.G. (1993). "An Empirical Base for Decision Making in Convention Center Expansion or Development." Convention/Expo Summit IV, University of Nevada, Las Vegas, February.

Fenich, G.G. (1992). The Fiscal Aspects of Convention Centers and Their Host Municipalities." Presented at the Annual Conference of the Council on Hotel, Restaurant and Institutional Education in Orlando, July.

Fenich, G.G. & K. Hashimoto. (1991). "An Analysis of the Operational Characteristics of Convention Centers in the United States." Annual Conference of the Council on Hotel, Restaurant and Institutional Education held in Houston, July.

Fenich, G.G. & K. Hashimoto. (1991). "Atlantic City Casinos: A Retrospective on Their Significance and Performance Over The Decade." Annual Conference of the Council on Hotel, Restaurant and Institutional Education held in Houston, Texas, July.

### Paper Presentations at Professional Meetings

Fenich, G.G. (2010) "Faculty workshop: teaching tips in MICE." ICHRIE annual conference in San Juan, P.R.(July).

Fenich, G.G. (2010) "Force Majeure: Concepts and their application in meetings and events." MPI-Carolinas Chapter meeting in Cary (NC), July.

Fenich, G.G. (2010) "Faculty Workshop: curriculum" MPI Conference Cancun, (February).

Fenich, G. G. (2009) "Faculty workshop: meetings and events." DMAI Conference, Atlanta (July)

Fenich, G.G. (2009) "Faculty Workshop: professionalism" MPI Conference, Salt Lake City (July).

Fenich, G.G. (2009) "Convention Centers: Is the Market Really Overbuilt?" Professional Convention Management Association Annual Conference in New Orleans, January.

Fenich, G.G. (2009) "Hartford Attractiveness Study Results." 2009 Hotel Summit in Hartford, Connecticut.

Fenich, G.G. (2008) Keynote Speaker, International Conference on Meetings & Events held in Shanghai China, December.

Fenich, G.G. (2008) "The state of the meetings, expositions, events and conventions industry and how it relates to the research triangle of North Carolina." Chapel Hill Convention and Visitors Bureau Board of Directors Meeting.

Fenich, G. G. (2007). "Destination Marketing: how Dallas does it." CHRIE convention in Dallas, July.

Fenich, G.G. (2007). "The Profit Chain Model: an exploratory analysis." CHRIE convention in Dallas, July. With K. Hashimoto.

Fenich, G.G. (2006). "Advances in meeting exhibition, event and convention (MEEC) education." CHRIE convention in Washington, July.

Fenich, G.G. (2007). "Adventures in Academia; faculty focus." PCMA convention in Toronto in January.

Fenich, G.G. (2006). "A review of cutting edge research initiatives in meetings, expositions, events, and conventions." CHRIE convention in Washington, July.

Fenich, G.G. (2006). "Delivering Quality Service." Presented at ACOM University, New Orleans, June.

Fenich, G.G. (2006). "Principles of Professional Practice." Presented at PCMA AMPC, March in Toronto.

Fenich, G.G., M. Alici, P. Silva. (2006). "Attributes of convention cities." PCMA convention in Philadelphia, January.

Kline, S. D. Breiter, Fenich, G.G., (2006). "Meetings, exhibitions, events and conventions research: bringing academe and industry together." PCMA annual convention in Philadelphia, January.

Fenich, G.G., & J. Stark. (2006). Building communities of interest in meetings, exhibitions, events and conventions. PCMA convention in Philadelphia, January.

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Fenich, G.G., Stewart, P., Ratcliffe, K. (2005). "Career paths in the meeting, exhibition, events and conventions industry." IACVB Annual convention in Anaheim, CA, August.

Mellon, J. & Fenich, G. (2005). "Bar coding of casino slot handles." With John Mellon. CHRIE Annual convention in Philadelphia, July.

Fenich, G.G., & Erdem, M. (2005). "Meeting planner's convention booking patterns: an exploratory study." CHRIE Annual convention in Philadelphia, July.

Fenich, G.G. (2004). "Operational and ownership structures in public entertainment facilities." IAAM conference in Reno, NV, July.

Fenich, G.G., Repass, K., Moody, M. (2004). "CVB Research 101: acquiring and using research." IACVB Annual convention in Boston, July.

Fenich, G.G., Shock, P., Cook, J. (2004). "Future leaders in the meetings, expositions, events and conventions industry." IACVB Annual convention in Boston, July.

Fenich, G.G., Repass, K. (2004). "Research in the convention industry: where to get it, how to use it." International Association of Convention and Visitors Bureaus, Winter meeting, Kissimmee, FL, January.

Fenich, G.G., (2004). "Bookings patterns of meeting planners." Professional Convention Management Association annual Convention, January, Indianapolis, IN.

Fenich, G.G., (2004). "Environmental Analysis of factors affecting the meetings and conventions industry in St. Louis." Meeting of the St. Louis Convention and Visitors Bureau, January in St. Louis.

Fenich, G.G. et al (2003). "Research and Public Policy: Academic and Casino Interfaces." Global Gaming Expo, July in Las Vegas.

Fenich, G.G., (2003). "Convention bookings in St. Louis: analysis and projections." Meeting of the St. Louis Convention and Visitors Bureau, November, in St. Louis.

Fenich, G.G., (2003). "Partnerships between CVB's and Academic Institutions." International Association of Convention and Visitors Bureaus, July in Kansas City.

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Fenich, G.G. & K. Hashimoto. (2003). "Local food and beverage operations versus casinos: a Mississippi case study" International conference on Gambling and Risk Taking in Vancouver (BC), May.

Fenich, G.G. & Hashimoto, K. (2003). "An investigation of the changing paradigm in casino development", CHRIE Annual conference in Palm Springs (August).

Hashimoto, K., Koublitskaia, J., Fenich, G.G. (2003). "Russian casino development and regulations after perestroika." International conference on Gambling and Risk Taking in Vancouver (BC), May.

Chacko, H & Fenich, G.G., (2002). "Meeting planner/hotel contracts." CHRIE Annual Convention, August.

Fenich, G.G., (2002). "Dealing with international clients." Meeting Planners International Annual conference, Summer in New Orleans.

Fenich, G.G., (2001). "Fun and enjoyment: a valuable yet under-studied tool for management." Southern Academy of Management Conference in New Orleans, November.

Fenich, G.G., (2001). "Towards a new method for predicting convention attendance." Refereed paper presented at the August 2001 CHRIE conference in Toronto, CA.

Fenich, G.G., (2001). "The convention bookings model: a means of improving sales force efficiency and effectiveness." August, CHRIE conference in Toronto, CA.

Fenich, G.G., (2001). "The international face of conventions." Annual meeting of the Association for Convention and Operations Management, New Orleans, June.

Chase, R. & Fenich, G.G., (2001). "Using the e-HASE computer simulation to enhance profitability." Annual meeting of Homewood Suites Hotel Corp., February in San Antonio.

Fenich, G.G. & Hashimoto, K. (2000). "Comparison of food and beverage operations before and after development of Native American Casinos." 11<sup>th</sup> Annual international conference on gambling and risk taking, Las Vegas.

Fenich, G.G. & K. Hashimoto. (1999). AA comparison of local food and beverage operations before and after development of casinos in Mississippi." Refereed paper presented at the August CHRIE conference in Albuquerque, NM.

Fenich, G.G. & Chacko, H. (1999). "Using regression analysis to determine the importance of convention destination attributes. Refereed paper presented at the August CHRIE conference in Albuquerque, NM.

Fenich, G.G. (1999). "Market segment analysis of the Kansas City (MO) convention business and subsequent use with the bookings model." Invited presentation at the strategic planning committee meeting (held every three years) of the Convention and Visitors Bureau of Greater Kansas City, June.

Fenich, G.G. & K. Hashimoto. (1999). "An assessment of some of the economic and social impacts of casino gaming." Invited presentation and testimony at hearings of the Public Sector Gaming Commission in Charlotte (NC) on June 19, 1999.

Fenich, G.G. (1999). "Using technology to develop a model that improves convention sales." Invited presentation at the annual conference of the International Association of Convention and Visitors Bureaus in Washington, DC, January 1999.

Fenich, G.G. & Ford, R. (1999). "Universities and CVB's." Invited presentation at the annual conference of the International Association of Convention and Visitors Bureaus in Washington, DC, January.

Fenich, G.G. (1998). "Communication: how to improve it in your organization." Invited presentation for the New Orleans Hotel & Motel Association, December.

Fenich, G.G. (1998). "The impact of land based casino development on local food and beverage operations," CHRIE Annual conference in Miami, FL. August. Qualified for Best Paper Award.

Fenich, G.G., Schaffer, J., McNeill, E. (1998). "Using technology to improve sales force effectiveness and efficiency." Invited presentation at the annual conference of the International Association of Convention and Visitors Bureaus in Orlando (FL), July.

Fenich, G.G. (1997). "Internal Communication in hotels and restaurants." Invited presentation for the New Orleans Hotel & Motel Association, December.

Fenich, G.G., (1997). "Data base marketing for casinos." Invited presentation at LSU, May.

Fenich, G.G. (1997). "Analysis of the Fiscal Impact of Convention Center Development on Host Communities," CHRIE Annual Conference in Providence, RI.

Hashimoto, K & Fenich, G. (1997). "Riverboat gambling issues." CHRIE Annual Conference in Providence.

Fenich, G.G. & Hashimoto, K. (1997). "Do casinos reduce the number of restaurants?" International conference on gambling and risk taking.

Fenich, G.G. (1996). "An Historical Analysis of Casino Gaming in the U.S." CHRIE Conference.

Hashimoto, K. & Fenich, G. (1996). "People's opinions of Atlantic City versus Las Vegas: A national perspective." 2<sup>nd</sup> annual gaming educators conference, Las Vegas.

Fenich, G.G. (1995). "A Taxonomy of Convention Center Cities Using Factor Analysis," CHRIE Conference, Nashville, TN.

Fenich, G.G., (1995). "An Image Probe Contrasting Atlantic City and Las Vegas Using Content Analysis of Newspapers." CHRIE Conference in Nashville, TN.,

Fenich, G.G. & Hashimoto, K. (1995). "The Locus of Power: A Comparison of Hotels, Convention Hotels and Casino Hotels." CHRIE conference in Nashville, TN.

Fenich, G.G., (1994). "An Assessment of Occupancy Taxes in the U.S. and Their Implications," CHRIE Conference in Palm Springs, August.

Fenich, G.G. (1994). "What Organizations Contribute to the Vitality of Local Tourism," CHRIE Conference in Palm Springs, August.

Fenich, G.G. & Hashimoto, K. (1994). "An Assessment of Selected Convention Center Characteristics," Symposium of the Hospitality Educators of the Middle Atlantic Region, Penn State University, April.

Hashimoto, K. & Fenich, G.G. (1993). "A Population Ecology Perspective of Atlantic City Casinos." CHRIE Conference in Chicago, August.

Fenich, G.G. (1993). "Towards a Predictive Model of Convention Center Attendance." CHRIE Conference in Chicago, August.

Hashimoto, K. & Fenich, G.G. (1993). "An Introduction to Linear Structural Equation Models." CHRIE Conference in Chicago, August.

Fenich, G.G. (1991). "Accreditation Standards for Two-Year and Four-Year Colleges." Invited presentation at the Annual Fall Meeting of the Hospitality Educators of the Middle Atlantic Region, October.

Fenich, G.G. (1991). "Accreditation, A Critical Issue for Hospitality Education." Invited presentation at the Fall Conference of the New England Region of the Council on Hotel, Restaurant and Institutional Education in October.

## Other Contributions and Scholarly Activity

Fenich, G.G. (2010) JCET editors meeting, ICHRIE Annual Conference in San Juan, P.R. (July).

Fenich, G.G. (2010) JHTR Editorial Board Meeting, ICHRIE Annual Conference in San Juan, P.R. (July).

Fenich, G.G. (2010) JHTE Editorial Board Meeting, ICHRIE Annual conference in San Juan, P.R. (July).

Fenich, G.G. (2010) Student Educator Advisory Council: DMAI annual meeting in Hollywood (FL). July.

Fenich, G.G. (2010) Faculty Forum: MPI Annual Meeting in Vancouver, CA. (July).

Fenich, G.G. (2010) Named to the Editorial Board of the Journal of Policy Research in Tourism, Leisure and Events. (June).

Fenich, G.G. (2010) Named Associate Editor for JCET, spring 2010 – present.

Fenich, G. G. (2010) Faculty Forum: MPI MeetDifferent, Cancun, (March).

Fenich, G.G. (2010) Faculty Task Force: Face to Face, Dallas, (January).

Fenich, G.G. (2009) "A model curriculum for meetings and events". Tshwane University, Pretoria, South Africa, August.

Fenich, G.G. (2009) Student Faculty Advisory Council of MPI, King of Prussia, PA (April).

Fenich, G.G. (December 2008) Invited presentations to the faculties at Fudan University, Shanghai, China.

Fenich, G.G. (December 2008). Invited presentations to the faculties at Shanghai Normal University, Shanghai, China.

Fenich, G.G. (2008/2009). Invited Guest Editor, <u>Journal of Convention and Event Tourism</u>. Special Issue on <u>Legal Issues</u> in the <u>Meetings</u> and <u>Event Industry</u>.

Fenich, G.G. (2009) Contributor to article by H. Levy "Hartford: An Attractive Destination". <u>Journal Inquirer (January 10).</u>

Fenich, G.G. (2008) Contributor to article "The climate for meetings and conventions in Wilmington (NC)." Wilmington Star (March).

Fenich, G.G. (2007) Contributor to article by Terri Hardin "How the new casino mergers and acquisitions are affecting the meetings climate" in <u>Successful Meetings</u>, February issue.

Fenich, G.G. (2006). Contributor to article by Peter Healy "FelCor Lawsuit" in the <u>Stamford Advocate</u>, December 15.

Fenich, G.G., Alici, M., Silva, P. (2006). Synopsis of A taxonomy for convention cities in <u>Expo</u>, scheduled for September issue.

Fenich, G.G., Alici, M., Silva, P. (2006). Synopsis of A taxonomy for convention cities in Meetings & Conventions, June.

Contributor to article by Jane Levere, "Getting Schooled: Colleges Adding Event Courses." In BizBash, April 19, 2006

Fenich, G.G., Alici, M., Silva, P. (2006). Synopsis of A taxonomy for convention cities in Convene, March.

Fenich, G.G., Erdem, M. (2005). Synopsis of Meeting planners convention booking patterns: an exploratory study in <u>Convene</u>, March.

Fenich, G.G. & Hashimoto, K. (2005) "Evidence shows local restaurants thrive after casinos open nearby; Study debunks long-held myths." <u>Casino Enterprise Management</u>. 1,

Contributor to article by Jonathan Vatner, 20 Ways to Cut a Better Deal: Smart negotiating tips for planners. Meetings and Conventions. May 2005.

Editorial Board of the International Journal of Event Management Research, Fall 2004 - present.

Contributor to article by Donna M. Airoldi. "Pursuing An Advanced Degree A Catch-22, Meetings Doctoral Degrees Still Just A Dream." Meeting News, August 2003.

Contributor to article by Donna M. Airoldi, "Educational Catch-22 Interest In Planner Academia Rises, But Supply of professors Is Thin." Meeting News, June 2003.

Contributor to article by Bill Atkinson and June Arney
Sun Staff, "Way of picking BACVA chief called flawed." <u>Baltimore Sun</u>, February 16, 2003.

Contributor to article by Richard Lee, Staff Writer, "Trade Event Organizers Fight Fears, Anticipate Trends." <u>Greenwich Time</u>, January 23, 2003.

Contributor to article by Rick Huggles, "Selling Omaha in a buyer's market." World Herald, January 2002.

Appointed as Associate Editor for the Journal Hospitality, Tourism and Leisure Science, Spring 2000.

Editorial Board of the Journal of Hospitality and Tourism Research, Spring 1999 - present.

Appointed as content specialist in casino gaming for refereed paper submissions to the 1999 Annual CHRIE conference.

Editorial Board of the Journal of Hospitality and Tourism Education, Fall 1998 – present.

Co-Chair. Annual Conference of the Association for Casino Education, Atlantic City, April 1998.

Named to the Editorial Board of Praxis, Spring 1998.

Appointed as content specialist in casino gaming for refereed paper submissions to the 1998 Annual CHRIE conference.

Co-Chair. 2<sup>nd</sup> Annual Association for Casino Education Conference, New Orleans, January 1997.

Editorial Board of the Journal of Convention and Event Tourism, Fall 1996 - present.

Invited reviewer for the <u>Journal of Hospitality Research</u> in the area of casino management, 1996-97.

Invited reviewer for the <u>Hospitality and Tourism Educator</u> in area of casino management. Invited reviewer for papers submitted for the 1995 CHRIE conference, casino management content area.

Fenich, G.G. (Contributor). (1994). "Cities: Wild About Convention Centers," <u>Atlantic Monthly</u>, Vol 273;4, April, pgs. 28-41.

Tabak, L. & Fenich, G.G. (Contributor). (1993). "How much do we want their money?: an inside look at the convention business." Ingram's, pp. 29-62. February.

Berlin, New Hampshire: Defining Its Role in the Northern Forest. September, 1992. Co-authored with Oz Architecture and The Atlantic Group. Three Volumes, 259 pages.

Schmeidler, M. & Fenich, G.G. (1991, revised 1992). Environmental Negotiation: Experience from the Past, Lessons for the Future. October, C.U.P.R.: Rutgers University.

Listokin, D, Fenich, G.G. et al. (1991). <u>Non-Residential Site Plan: Model Ordinance and Commentary.</u> June. New Brunswick, NJ: Center for Urban Policy Research Press. Seminal piece of research in the area of land development for business purposes. (412 pages.)

Invited as a reviewer for the Journal of Hospitality Research, August 1991.

Fenich, G.G. & Listokin, D. (1990). <u>Atlantic City Casinos: Economic Significance and Performance</u>. (New Brunswick: CUPR, August 1990) 22 pages. Sponsored by the Casino Association of New Jersey.

Fenich, G.G. (1989). "The Woodlands"; Book Review. <u>Journal of the American Planning Association</u>. Raleigh: Fall/Winter issue.

Fenich, G.G. et al. (1989). <u>Self-Study Guide.</u> September (Washington: Accreditation Commission for Programs in Hospitality Administration).

Listokin, D. & Fenich, G.G. (1989). <u>Analysis of Taxation of Atlantic City Casinos.</u> (New Brunswick, NJ: CUPR, July 1989), 247 pages. Sponsored by the Casino Association of New Jersey.

Tanke, M., Fenich, G.G. et al. (1989). <u>Handbook of Accreditation</u>. Washington: Council on Hotel, Restaurant and Institutional Education, July).

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Beaton, P. Fenich, G.G. et al. (1988). <u>The Cost of Government Regulations</u>, Volume I, Impact of Rural Open Space Zoning on Property Values in the New Jersey Pinelands, (New Brunswick, NJ: CUPR, August), 218 pages, Sponsored by the Chesapeake Bay Critical Areas Commission.

Beaton, P., Fenich, G.G. et al. (1988). <u>The Cost of Government Regulations</u>, Volume II, <u>A Baseline Study</u> for the Chesapeake Bay Critical Areas, (New Brunswick, NJ: CUPR, August) 219 pages. Sponsored by the Chesapeake Bay Critical Areas Commission.

Listokin, D. & Fenich, G.G. (1988). New Jersey Shore Tourism: Beach Access and Economic Analysis, Fiscal Impact in Borough of Sea Girt, (New Brunswick, NJ: CUPR, August), 76 pages. Sponsored by the State of New Jersey Department of the Public Advocate.

Beaton, P. & Fenich, G.G. (1988). <u>Living by the Shore: The Impact of Zoning On Housing Costs</u>. Presented this paper at the Conference on the Critical Areas, School of Public Affairs, University of Maryland, June 24, 1988. 53 pages.

Listokin, D., & Fenich, G.G. (1988). <u>Recreational Beach Fees, Access, and Economic Analysis</u>, (New Brunswick, NJ CUPR, August), 78 pages. Sponsored by the State of New Jersey Department of the Public Advocate.

Beaton, P. Fenich, G.G. at al. (1987). <u>Determining the impacts of the pinelands protection act of 1979 on the public expenditure of municipalities in the Pineland of Southern New Jersey</u>, (New Brunswick, NJ CUPR, August), 21 pages. Sponsored by the State of New Jersey Department of the Public Advocate.

Powers, T., Fenich, G.G. (1988). Contributor to casino content area, <u>Fundamentals of Hospitality Management</u>. New York, NY: John Wiley and Sons, May.

Fenich, G.G. (1978). "Lessons-Why?", <u>Journal of the Professional Ski Instructors of America</u>, Denver, Colorado.

Fenich, G.G. (1978). "The Value of Instruction in the Ski Industry", <u>Ski Industries of America</u>, Washington, D.C.

Fenich, G.G. (1979). "A New Format for Training Courses", <u>Professional Ski Teacher</u>, Albany, New York.

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**Professional Society Memberships** 

Council on Hotel, Restaurant and Institutional Education.

Meeting Planners International.

Professional Convention Management Association.

Destination Marketing Association International (formerly IACVB).

Association for Casino Education (1990 – 2000).

Accreditation Commission for Programs in Hospitality Administration (ACPHA) [1986 – 1996].

## Other Activity

Advisor to Pittsburgh (PA) CVB on Tourism Intercept Survey, 2010.

Expert witness, Marriott Corporation, 2006.

Volunteer for Jefferson Parish Arts Society, Spring 2006.

Volunteer for Nature Conservancy, 2006.

Represented School of HRTA at the hello UNO program for new graduate students, August 2005.

Expert Witness, Marriott Corporation, 2003.

Invited presenter, workshop for the Hospitality Lawyers Association held in New Orleans, May 2000.

Workshop leader, Inter-departmental communications. Greater New Orleans Hotel & Motel Association, December 1999.

Workshop leader, "Internal marketing and communications." Greater New Orleans Hotel & Motel Association, October 1998.

Workshop leader for Logan Farms Annual corporate meeting, Spring 1998.

Expert Witness, Fairmont Hotel, 1997.

Workshop Leader, "Data base marketing for casinos," LSU, April 1997.

Workshop Leader, "Internal Communications," Greater New Orleans Hotel & Motel Association, October 1996.

Co-Editor, Annals of the Association for Casino Education (ACE), 1995-present.

Assessment of Casino curricula: visitation and interviews with W. Eadington at University of Nevada, Reno; V. Eade, Casino Institute, U.N.L.V., 1994.

Reviews of casino operations and designs: Las Vegas, Reno, Lake Tahoe, Tucson, 1994; Oneida, NY 1994; Ledyard, CT 1993; Atlantic City, 1985-1995; Monte Carlo, 1986; Garmish Germany, 1987, Puerto Rico, 1983.

Member, Front Office Educators Skill Development Panel, New Jersey Department of Education, 1993-94.

Participant, "Faculty Forum: Salute to Excellence." Sponsored by the National Restaurant Association. May, 1992.

Hospitality Educators of the Middle Atlantic Region, October 1991.

Expert Witness, Fan Jet Snowmaking Company, 1980.

Expert Witness, Powder Ridge Resort, 1978.

### PROFESSIONAL ACTIVITIES

## National & International Level:

Trustee, MPI Foundation, July 2010 – present.

Invited to Editorial Board of Journal of Policy Research in Tourism, Leisure and Events, June 2010 – present.

Associate Editor Journal of Convention and Event Tourism, June 2010 – present.

Chair, MPI Faculty Task Force, July 2009 – June 2010.

Chair, Faculty Division of the Student Faculty Advisory Council, MPI, 2009.

Member of Board of Directors, BVHA, 2009 – on.

Invited to Editorial Board, Convene, 2009 – present.

Member, MPI, 2008 present.

Chair, Faculty Task Force of DMAAI, 2008 - present.

Invited member, Student Faculty Advisory Council of DMAI, 2008 – present.

Reviewer for Tenure for Miyoung Jeong, University of Massachusetts, 2008.

Invited member: Student Educator Advisory Committee [SEAC], DMAI, 2006 – present.

Invited member: ICHRIE Blue Ribbon Panel on Conferences, 2006/2007.

Invited member: Industry Research Committee, PCMA, January 2007 – 2008.

Reviewer for promotion of Deborah Breiter to full professor, University of Central Florida, 2006.

Invited member: Destination Marketing Association (DMAI was IACVB) Faculty Student Advisory Committee, January 2006 – present.

Member, DMAI January 2006 - present.

Chair, Meetings, exhibitions, events and conventions Shared Interest Group (SIG) for CHRIE, July 2005 – present.

Invited member, PCMA Award Committee, March 2005 –2006.

Invited member, Core Competency Task Force, PCMA, spring 2005 - present.

Reviewer for Promotion and Tenure for Chris Roberts, University of Massachusetts, 2005.

Master's Thesis, Committee member for Liung Chiang 'Danny' Chiuan, 2005.

Invited member, Faculty Task Force, Professional Convention Management Association, 2004 – present. One of only ten faculty in the world invited to participate.

Reviewer for Promotion to Full Professor for Sandra Strick, University of South Carolina, 2004.

Page 48

Master's Thesis, Committee member for Sallie DuPont, 2004.

Chair, Faculty Shared Interest Group, PCMA, 2004 – 2006.

Invited Member, Focus Group of Educators for the Convention Industry Council, Accepted Practices Exchange, August in Orlando.

Reviewer for promotion to full professor for Cathie Price, University of Southern Mississippi, 2003.

Member, National Planning Committee, Professional Convention Management Association, 2003 to present. First faculty member to ever be appointed to this position.

Member, Faculty Student Work Group, PCMA, 2002-2003.

Reviewer for promotion and tenure for Emory Trowbridge, University of New Hampshire, 2002. Member, Doctoral Dissertation Committee for John Mellon.

Advisor, 2000, U.S. Agency for International Development (USAID). Month long assignment working with food service operators in Chelyabinsk and Ekateringburg, Russia.

Advisor, 1999, U.S. Agency for International Development (USAID). Month long assignment working with food service operators in Nishny Novgorod, Russia.

Co-Chair, 3<sup>rd</sup> Annual Casino Educators Conference in Atlantic City, 1998.

Co-Chair, 2<sup>nd</sup> Annual Casino Educators Conference in New Orleans, 1997.

Member, Professional Convention Management Association, 1996 – present.

Co-Chair, 1<sup>st</sup> Annual Casino Educators Conference in Atlantic City, 1996.

Chair, ACPHA Site Visitation to Marywood College, 1994.

Secretary / Treasurer for the Association for Casino Education, 1994-2001. Co-founder, Association for Casino Education (A.C.E.), 1994.

Advisor to Irish Government on Convention Center Development. 1995.

Chair, ACPHA Site Visitation to Virginia State University, October 1994.

Exchanger & Caragogo or articles as sizes sintegrate of Phoagarismic Paramond Rage 49

Faculty Development as a member and an Officer of the Accreditation Commission for Programs in Hospitality Administration; 1989-1994, member of Accreditation Formation Committee, 1986-89.

Chair, ACPHA Site Visitation to Western Illinois University, 1992.

Chair, ACPHA Site Visitation to University of North Texas, 1992.

Co-Founder, Accreditation Commission for Programs in Hospitality Administration (ACPHA), 1990.

Secretary/Treasurer, Accreditation Commission for Programs in Hospitality Administration (ACPHA), 1990-1993.

Member, Committee on Accreditation for CHRIE, 1987-1991.

Member, Council of Hotel, Restaurant, and Institutional Educators, 1986-present.

Member, Hotel Sales Marketing Association; 1988-1991.

Member, American Association of Individual Investors, 1983-pres.

Member, Professional Ski Instructors of America, 1973-1991; Board of Directors of Eastern Chapter 1978-78 & 1982-83; Chair of their Marketing Committee 1978-79

Chair of their Strategic Planning Committee, 1982-83

## NON ACADEMIC WORK EXPERIENCE

Principal, Fenich & Associates, 2000 – present.

Partner, Trends Analysis Projections LLC, 2004 – January 2007.

Associate, Atlantic Group Consulting, 1991 – 1995.

General Manager, Hidden Valley Resort (NJ), 1983 – 85.

Business Manager, Zemel Brothers Inc. (CT), 1978 – 1983.

Partner, Sensei Associates Consulting, 1978 – 2000.

Assistant General Manager, Shawnee Resort (PA), 1976 – 1978.

Greek Peak Resort (NY): Summer program director, Ski School Sales Director, Ski School Supervisor, 1971 – 1978.

## HONORS, AWARDS

Awarded "Best reviewer of the year," JHTE, July 2010.

Awarded plaque in appreciation for leadership, MPI, 2010.

Awarded certificate of appreciation, MPI,2009.

Awarded certificate of appreciation, PCMA, 2010.

Keynote Speaker, International Conference on Meetings & Events held in Shanghai China, December 2008.

Awarded scholarship to attend PCMA annual convention in Philadelphia: covered registration, lodging, and airfare, January 2005.

Awarded "Outstanding Faculty Advisor," UNO College of Business Administration, April 29, 2005.

Awarded "Educator of the Year" by the Professional Convention Management Association, January 2005. Only the sixth academic to receive this award in the 15 years it has been in existence.

Awarded Faculty Advisor of the year, College of Business Administration, April 2005.

Awarded certificate of appreciation in recognition of my teamwork, commitment and contributions to the Professional Convention Management Association, 2005.

Awarded "Professor of the Year" by the College of Business Administration at the University of New Orleans, April 2004.

Awarded certificate of appreciation in recognition of my teamwork, commitment and contributions to the Professional Convention Management Association, 2004.

Awarded certificate of appreciation in recognition of my teamwork, commitment and contributions to the Professional Convention Management Association, July 2003.

Awarded "Teacher of the year," by the College of Business at the University of New Orleans, May 2002.

Awarded certificate of appreciation by the Citizens Democracy Corps for my help in strengthening Russia's economy, democratic structure, and relations with the United States, July 2000.

Awarded certificate of appreciation by the Citizens Democracy Corps for my help in strengthening Russia's economy, democratic structure, and relations with the United States, March 2000.

Awarded Researcher of the year, by the College of Business at the University of New Orleans, May 1999.

Awarded Faculty Advisor of the Year, by the College of Business at the University of New Orleans, May 1999.

Awarded a plaque by HEMAR "For Dedication and Activities Performed for the Improvement of Hospitality Education," November 1995.

Awarded a certificate in appreciation for efforts enhancing diversity by the Korean Graduate Student Association at FDU, Fall 1995.

Awarded a plaque by CHRIE "For Efforts to Advance Professionalism in the Hospitality and Tourism Industry Through Education and Training," Fall 1995.

Awarded a plaque in appreciation for service, and as a founder of the Accreditation Commission for Programs in Hospitality Administration. Awarded by the Council of Hotel, Restaurant, and Institutional Education (CHRIE) 1994.

Awarded certificate of appreciation, Honors Program, Fairleigh Dickinson University, 1994.

Awarded, Certificate of Appreciation, City of Berlin, New Hampshire for work on tourism development and physical planning project, 1993.

Awarded, "Best Planning Project" by the New England Chapter of the American Planning Association for Berlin, New Hampshire: Defining Its Role in the Northern Forest, 1993.

Awarded plaque by the Hospitality Educators of the Middle Atlantic Region for service and as a Director of the region, August 1993.

Awarded plaque for Support and Contribution to the Field of Hospitality Education by the New England Region of the Council on Hotel, Restaurant and Institutional Education; October 1991.

Included in Who's Who in New Jersey: 1992.

Nominated for Fairleigh Dickinson University Distinguished Faculty Award for Service; Spring 1990.

### **ATTACHMENT 2**

# KATHRYN HASHIMOTO Selected gaming vita

## **EDUCATION:**

Ph.D. University of New Orleans

Major: Education, Curriculum & Instruction, 1999

Dissertation: Developing a national gaming management certification:

An examination of gaming class product life cycles, core subjects, and industry needs assessment

Ph.D. Century University, Major: Marketing, 1993

M.A. Fairleigh Dickinson University, Major: Psychology - Theoretical, 1997

MBA- Fairleigh Dickinson University, Second Major: Marketing, 1987 M.B.A. Rensselaer Polytechnic Institute, Major: Management, 1983

B.M. Ithaca College, Major: Music, 1972

### Certifications

"Police Officers' Gaming Seminar" Certificate. Casino Career Institute, Atlantic City,

NJ, 10/95.

## **EXPERIENCES**

## **Full-Time Faculty**

4/08- Tenured, Associate Professor & Graduate Faculty, School of

Hospitality Management, East Carolina University, NC.

9/00-5/07 Tenured, Associate Professor & Graduate Faculty, School of Hotel

Restaurant & Tourism, University of New Orleans

Teaching Principles of Tourism, Tourism Planning, Casino

Management, Casino Games, Probabilities, Security & Surveillance

### **Public Hearings**

Rhode Island House Finance Hearing

Testified on casino impacts on food and beverage operations, 2004.

Public Gaming Sector Commission

Testified on the social and economic impacts of casino gambling, 7/99.

## **Professional Experiences**

10/10 DePaul University, Chicago, III

Part of consulting team analyzing focus group data and

developing graduate hospitality curriculum

5/10 Mantis Technology Group, Seattle, WA

Consultant for feasibility of casino software development 2/07-4/07 Temple University, Philadelphia, PA Develop feasibility study to assess and offer suggestions on creating gaming programs at the certificate, undergraduate. master's, and doctoral level. In addition, explore options for executive training and gaming research institute. 1/07 Harrah's New Orleans Harrah's trained trainer for corporate Asian "Cultural Awareness Training" 1/05 -1/09 Prentice Hall Publishers Asked to organize and write a series of books on casino management for proprietary schools and casino training 10/04 -12/04 Harrah's New Orleans Organizer and (trainer for 2 management classes) for Harrahs Incumbent Worker Program collaboration with UNO Restaurant Certificate Program 03 - 05Casino Enterprise Management Education Periodical, WI Write regular column on service and hospitality management in casinos 02-03 Harrah's New Orleans Analyze Asian market, create training module and train employees in Asian protocol Marriot Hotel New Orleans 05-01-8-01 created, analyzed, wrote report for determining employee satisfaction & service culture 99-00 Consultant-Citizens Democracy Corp, Washington, D.C. Assignments to former Eastern Bloc Countries Nishny Novgorod-3 weeks-12/99- Triumph Organization -F&B multi-unit, training & strategic marketing design Chelyabinsk-2 weeks-5/00 1) Ural Business Institute - taught tourism class: 2) F&B managers-6 4-hr workshops; 3) casino owners & managers - 6 4-hr workshops; 4) individual advise to Yellow Lake Resort Ekateringburg-1 week-6/00 1)Small Business Consulting - 6-hr workshop for F&B mars: 2) 6-hr workshop for casino operators; 3) Individual advise to Old Grand Piano restaurant 4) Individual consulting to Hotel 94-Co-founder & President A.C.E. (Association for Casino Education) non-profit for training and dissemination of information on casinos, curriculum and course consulting **Textbooks** Hashimoto, K. (2009) Casino Marketing: Theories and Applications, Columbus,

OH:Prentice Hall.

Williams, D. & Hashimoto, K. (2009) <u>Casino Gaming Methods: Games, Probabilities, and Controls</u>. Columbus, OH: Prentice Hall.

Durham, S. & Hashimoto, K. (2009) <u>The History of Gaming in America: Balancing Costs and Benefits of Legalized Gambling</u>, Columbus, OH: Prentice Hall.

Durham, S. & Hashimoto, K. (2009) <u>Casino Financial Controls: Tracking the Flow of Money</u>, Columbus, OH: Prentice Hall.

Roberts, C. & Hashimoto, K. (2009) <u>Casinos: Organization and Culture</u>. Columbus, OH: Prentice Hall.

Hashimoto, K., writer & ed (2008) <u>Casino Management:: A Strategic Approach</u>, Columbus, OH: Prentice-Hall.

Hashimoto, K. & Fenich, G.G. (2007) <u>Casino Dictionary: Gaming and Business Terms</u>. Prentice Hall Publishing.

Hashimoto, K., Kline, S., & Fenich, G.G. ,eds. (1998) Casino Management: Past, Present & Future. Kendall/Hunt Publishing.

Hashimoto, K., Kline, S., & Fenich, G.G., eds. (1995) Casino Management for

<u>the</u>

90s. Kendall/Hunt Publishing.

Fenich, G.G. & Hashimoto, K. (1996) Casino Management Dictionary: Terms and Language for Managers. Kendall/Hunt Publishing,

### **Book Chapters**

Hashimoto, K. (2009) "International Gaming Industry." In Chon, H. & Maier, T. Welcome to Hospitality: An Introduction. 3<sup>rd</sup> Edition. Clifton Park, NY: Delmar Publishers.

Hashimoto, K. (2009) "Casino Culture." In Roberts, C. & Hashimoto, K. Casino Operations and Culture, NJ: Prentice-Hall.

Hashimoto, K. & Maunder, M. (2009) "Baccarat." In Williams, D. & Hashimoto, K. Casino Gaming Methods: Games, Probabilities, and Controls. NJ: Prentice Hall.

Hashimoto, K. (2008) "Advances in casino marketing research" in Haemoon, O, ed. <u>Handbook of Hospitality Marketing Management</u>, <u>Amsterdam:</u> Elsevier Press. 524-536.

Hashimoto, K. (2008) "Casino Promotions." In <u>Casino Management: A Strategic Approach</u>. Hashimoto, K. ed.: NJ: Prentice Hall.

Hashimoto, K. (2008) "Casino Culture and Technology." In <u>Casino Management:</u> A Strategic Approach. Hashimoto, K. ed.: NJ: Prentice Hall.

Hashimoto, K. (2008) "Introduction." In <u>Casino Management: A Strategic Approach</u>. Hashimoto, K. ed.: NJ: Prentice Hall.

Hashimoto, K. (2007) Casinos. In <u>Hospitality and Tourism</u>, 12<sup>th</sup> edition. R. Brymer & K Hashimoto, eds. Kendall-Hunt Publishers.

Fenich, G. & Hashimoto, K. (2004) "Conventions and Casinos" in <u>Current Issues in Convention and Exhibition Facility Development</u> by Robert Nelson, Editor. The Haworth Press: summer: 63-80.

"Focus on Casinos." (2004) In John Walker, <u>Introduction to Hospitality</u>, Prentice Hall Publications.

"Casinos." (2003) In R.A. Brymer, ed. <u>Hospitality & Tourism</u>,. Kendall/Hunt Publishing, 193-202.

"Casino Operations." (2001) In R.A. Brymer, ed <u>Hospitality & Tourism: An Introduction to the Industry</u>, Kendall/Hunt Publishing.

"Casino Operations and Management." (1999) In R.A. Brymer, ed. <u>Hospitality</u> <u>&Tourism: 9th edition</u>, Kendall/Hunt Publishing.

Hashimoto, K., Fried-Kline, S., & Fenich G.G. eds. (1998) <u>Casino Management:</u> <u>Past Present and Future.</u> Kendall/Hunt Publishing.

"Preface"

"Overview"

"Consumer Behavior"

"Riverboats"

"Casino Operations & Management" (1997) In R.A. Brymer, ed <u>Hospitality &</u> Tourism Management: An Introduction to the Industry Kendall/Hunt Publishing.

Hashimoto, K., Fried-Kline, S., & Fenich, G.G.eds. (1995) <u>Casino Management for the 90s.</u> Kendall/Hunt Publishing.

"Overview"

"Blackiack"

"Roulette"

"Baccarat"

"Slots"

Journal Articles - Refereed

Hashimoto, K., Fenich, G.G. & Schaffer, J. (development) Casino Gaming in Mississippi Post Katrina: changes in regulations and the state of the industry.

Williams, D.C., Seteroff, S. Hashimoto, K., & Roberts, C. (accepted 2010) A Study of Perceived Educational Needs of Casino Industry Middle Managers. Journal of Hospitality Education

Hashimoto, K. & Fenich, G.G. (development.)A Comparison of Development of Gaming in America and South Africa.

Hashimoto, K. (development) Destination Images of Casino Cities: Content Analysis.

Hashimoto, K. (development) Comparison of Japanese and American Hospitality Advertising.

Hashimoto, K. & O'Brien, J. (2006) The aftermath of Hurricane Katrina and its impact on crisis planning on casinos. <u>Casino & Gaming International</u>. V3, 77-88.

Hashimoto, K. (2006). "Report from New Orleans: The Impact of Hurricane Katrina on Casinos." <u>Gaming Law Review</u>, v10n2, 102-106.

Fenich, G.G. & Hashimoto, K. (2006) "Dummy Up and Deal: Evolution of Management in the Casino Industry" Casino & Gaming International, v1. 7-11.

Hashimoto, K. (2005) "William F. Harrah." <u>Journal of Hospitality & Tourism Education</u>. V17n2, 9-15.

Fenich G. & Hashimoto, K. (2004) "Perceptions of cannibalization: What is the real effect of land-based casinos on local restaurants?" Gaming Law Review. V8n4, 247-259.

Fenich, G. & Hashimoto, K. (2004) "Casino & Conventions: Strange Bedfellows." Journal of Convention and Event Tourism. V6n1/2, 63-79.

Hashimoto, K. (2003) "Certification of Managers: Upgrading the Casino Industry." Journal of Hospitality and Tourism Education, v15n2, 30-35.

Hashimoto, K. & Fenich, G. (2003) "Does Casino Development Destroy Local Food

and Beverage Operations? Development of Casinos in Mississippi." <u>Gaming Law Review</u>.v7n2, 101-109.

Hashimoto, K. (June 2003) "Product Life Cycle Theory: A Quantitative Application

for Casino Courses in Higher Education," <u>International Journal of Hospitality Management</u>. V22n2,177-195.

Hashimoto, K. (2002) "Casino Managers' Perception of the Need for a National Gaming Management Certification." <u>Journal of Hospitality and Tourism</u> Education,

v14 n4, 33-40.

Hashimoto, K. & Koublitskaia, J. (2002) "The Political and Legal Issues in Russian Gambling." Gaming Law Review, v6n2, 83-88.

Hashimoto, K. (1997) "Louisiana Gaming: A case study for gambling or a unique situation?" <u>Gaming Law Review</u>, v1n2. 199-208.

Fenich, G.G. & Hashimoto, K. (1995) "Teaching Casino Gaming." <u>Hospitality & Tourism Educator</u>, Fall V7(4),63-64.

## Refereed monographs

Hashimoto, K. author. (1999) <u>Developing a national gaming management</u> certification: An examination of gaming class product life cycles, core subjects,

<u>and</u>

industry needs assessment. UMI Company: Ann Arbor, MI.

#### **Trade Journal Articles**

Hashimoto, K. (2006) "Local restaurants thrive after casinos, study finds." Providence Business News. v21-23. September 18, 2006. http://www.pbn.com/contentmgr/showdetails.php/id/122530

Hashimoto, K. (2005) "How to Develop Service Oriented Employees, Part I. Casino Enterprise Management. v3n10, 104-105.

Fenich, G.G. & Hashimoto, K. (2005) "Evidence shows local restaurants thrive after casinos open nearby; Study debunks long-held myths." Casino Enterprise Management.

Voyles, J. & Hashimoto, K. (2005) "The Casino Service Challenge: What it takes to survive the Growth of Gaming, <u>Casino Enterprise Management</u>. V3n2, 74-75

Hashimoto, K. (2004) "Acknowledging Cultural Differences in Service Encounters: Asian Players: Part II. <u>Casino Enterprise Management</u>.

Hashimoto, K. (2004) "Acknowledging Cultural Differences in Service Encounters."

Paster France in 18.1 As societates an escasa incorpanie for personal Programme Programme Programme Programme

Casino Enterprise Management.v2n8,84-85.

Hashimoto, K. (2004) "National Casino Management Certification: First Stage Discussion." Casino Enterprise Management. V2n6, 72-73.

Hashimoto, K. (2004) "Improving service through strategic planning." <u>Casino</u> <u>Enterprise Management</u>. V2n4. 92-94.

Hashimoto, K. (2004) "What makes service special? The moment of truth." Casino

Enterprise Management, v2n2, 56-58.

Hashimoto, K. (2003) "The Development of Two Corporate Cultures in Casinos." Casino Enterprise Management.v1n12. 48-50.

Hashimoto, K. (2003) "A Modest Proposal: Exploring the idea of a national casino management certification." Global Gaming Business, 1, July. 39.

## Participation at Professional Meetings

Hashimoto, K. & Fenich, G.G. (2010) Development of Casinos in South Africa: An

Instrument for Social Change. CHRIE Annual Conference, San Juan.

Hashimoto, K. (2009) Development of Casinos in South Africa. 14<sup>th</sup> International Conference on Gambling and Risk Taking, Lake Tahoe, NV 5/09.

Hashimoto, K. (2006) "The History of Gambling in New Orleans." 13<sup>th</sup> International

Conference on Gambling & Risk Taking. May. Lake Tahoe, NV.

Hashimoto, K. (2003) "Gaming Education and Development: Culture Shock: Improving Service to your Asian Guests." G2E, Las Vegas. Invited moderator and panelist.

Hashimoto, K. (2003) "Research & Public Policy – Education and Advancement: Making the Case." G2E, Las Vegas. Invited moderator and panelist.

Fenich, G.G. & Hashimoto, K. (2003) "An Investigation of the Changing Paradigm in Casino Development." August, CHRIE, Palm Springs.

Fenich, G.G. & Hashimoto, K. (2003) "Local Food and Beverage Operations vs Casinos: A Mississippi Case Study." May, 12<sup>th</sup> International Conference on Gambling & Risk Taking, Vancouver.

Hashimoto, K., Koublitskaia, J., & Fenich G.G. (2003) "Russian Casino Development and Regulations after Perestroika." 12<sup>th</sup> International Conference on Gambling & Risk Taking, Vancouver.

Hashimoto, K. (2002) "1121 Academic Acceptance: Effective Gaming Education." September. G2E, Las Vegas, panelist.

Hashimoto, K. (2002) "Casino Managers' Rerceptions about a National Certification." CHRIE Convention, Orlando.

Hashimoto, K. (2002) "Core Subject Areas that Academics Use in Gaming Courses." CHRIE Convention, Orlando.

Hashimoto, K. & Koublitskaia, J. (2002) "An Exploration of Gaming in Russia."

2002

CHRIE Convention.

Hashimoto, K. (2001) "Feasibility for a National Gaming Certification." 2001 CHRIE

Convention, Toronto.

Hashimoto, K. & Gifford, C. (2000) "Casino Courses in Institutions of Higher Education: Current Status" 11<sup>th</sup> International Conference on Gambling and Risk-Taking, Las Vegas.

- Fenich, G.G. & Hashimoto, K. (2000) "Comparison of Food and Beverage Operations Before and After Development of Native American Casinos." 11th International Conference on Gambling & Risk-Taking, Las Vegas.
- Hashimoto, K. & Fenich, G.G.(1999) "Social and Economic Impact of Gaming." National Gaming Impact Study Commission, Charlotte.
- Fenich, G.G. & Hashimoto, K. (1999) "A Comparison of Local Food and Beverage
  - Operations Before and After Development of Casinos in Mississippi."

Annual

CHRIE Conference, Albuquerque.

- Hashimoto, K. (1998) "Developing Gaming Curriculum." 1998 Annual CHRIE Conference, Miami.
- Hashimoto, K. & Fenich, G.G. (1997) "Riverboat Gambling Issues." 1997 Annual CHRIE Conference, Providence.
- Hashimoto, K. (1997) "Baccarat." 1997 Annual CHRIE Conference, Providence.
- Fenich, G.G. & Hashimoto, K. (1997) "Do Casinos Reduce the Number of Restaurants." International Conference on Gambling and Risk-Taking.
- Hashimoto, K. (1997) "Casino Gaming as a Catalyst for Economic Development: Myth or Reality?" North American Economics & Finance Association, New Orleans, panelist.
- Hashimoto, K. & Fenich, G.G. (1996) "People's Opinions of Atlantic City Versus

Las

- Vegas: A National Perspective." 2nd Annual Gaming Educators Conference, Las Vegas.
- Hashimoto, K. (1995) "Do Casinos Cause Addiction Or Is There an Addictive Personality?" Annual CHRIE Conference, Nashville, TN.
- Hashimoto, K. & Fenich G.G. (1995) "The Locus of Power: A Comparison of Hotels,
  - Convention Hotels and Casino Hotels." Annual CHRIE Conference, Nashville, TN.
  - Hashimoto, K. & Fenich, G.G. (1995) "An Image Probe Contrasting Atlantic City and Las Vegas using Content Analysis of Newspapers." Annual CHRIE Conference, Nashville, TN.
- Hashimoto, K. & Fenich, G.G. (1993) "A Population Ecology Perspective of Atlantic
  - City Casinos." 1993 Annual CHRIE Conference, Chicago, III.
  - Fenich, G.G. & Hashimoto, K. (1991) "Atlantic City Casinos: A Retrospective on Their Significance and Performance Over the Decade." 1991 Annual CHRIE Conference, Houston, TX.

## Invited presentations

- "Introduction to American Revenue Management" (2009) Gambling and Gaming Academic Society Conference, Osaka, Japan, 4/29.
- "Casino Management" (2004) teaching and advising on curriculum in School of Business and Public Administration First Nations University of Canada, Regina, Saskatchewan, Canada.

International Business and Japanese marketing classes in Orleans, France. (2002),

Invited speaker.

"Attracting International Visitors: Sales and Service Strategies." (2002) NOH&MA, New Orleans, LA. Presenter With M. Davidson.

"Status of Gaming Education." (2002) G2E, Las Vegas. 2002. invited panelist.

"Service Management" (2002) April. UNO HRT, Invited speaker for 15 visiting Russian restaurateurs.

"The University Factor: The State of Gaming Education." (2001) Global Gaming Expo,Las Vegas, NV. Invited guest speaker. Selected by a panel of 30 Gaming practitioners as an industry expert.

"The Face of the Convention Industry and the Gaming Industry." (2001) ACOM National Conference, New Orleans, LA., Invited guest speaker.

Tourism class and casino training in Chelyabinsk, Russia, 2000. Invited lecturer "Service Training for Russia." (2000) February. UNO Small Business Development

Center, Invited guest speaker for 15 visiting Russian restaurateurs.

"Direct Marketing for Casinos." (1997) Workshop, LSU Baton Rouge. Invited lecturer.

## **CHRIE**

Associate Editor: Marketing I-CHRIE Refereed Research Paper Review Editorial Board, 2004-2007., 2008-Associate Editor: Gaming, I-CHRIE Refereed Research Paper Review Editorial Board, 2001-2004

American Academy of Advertising
Chair, International Advertising Committee, 95

### Academy of Management

International Management Paper Reviewer, Annual Conference, 03

## Editorial Board

(1998-) Praxis - The Journal of Applied Hospitality Management. (1996-) Gaming Law Review & Economics

Panelist, "DACUM Workshop." (1996) One day workshop to develop a gaming Curriculum for SUNY-Morrisville.

Service in role of office of professional organization, program committee member, session organizer for professional meeting

**CHRIE** 

Chair & Co-founder, Casino Gaming Special Interest Section, 1994-2000

(1999) CHRIE annual conference, 2 workshops

(1998) CHRIE annual conference: 3 workshops.

(1997) CHRIE annual conference: workshop and roundtable.

(1995) "Casino Gaming SIS Presents." (1995) Half day seminar on teaching casino management by SIS members of CHRIE

ACE Conference Coordinator

(1998) "3rd Casino Educators Conference" Three day conference Atlantic City, NJ

(1997) "2nd Casino Educators Conference" Four day conference New Orleans, LA.

(1996) "Casino Educators' Conference." Four day conference Atlantic City, NJ.

## Awards, Lectureships or Prizes

G2E – Global Gaming Expo Scholarship from American Gaming Association, 2003,

Las Vegas, NV, 3200

G2E – Global Gaming Expo Scholarship from American Gaming Association, 2002.

Las Vegas, NV, \$800

Selected as one of 7 UNO professors for a Research Collaboration Program with l'Universite d'Orleans, 2002

G2E – Global Gaming Expo Scholarship from American Gaming Association, 2001,

Las Vegas, NV, \$800

World Gaming Summit Scholarship from International Gaming & Wagering Business 2000. Las Vegas, NV. \$10,125.

World Gaming Summit Scholarship from International Gaming & Wagering Business 1999. Las Vegas, NV. \$7,425.

Bally's Lakefront Casino, Scholarship 1999. New Orleans, LA. \$1,000.

World Gaming Summit Scholarship from International Gaming & Wagering Business 1998. Las Vegas, NV. \$2,700.

### **Grants and Contracts**

2009 University of Florida and Tshwane University of Technology: "Partnership to

Strengthen Teaching, Research, Service and Faculty Development in Tourism Management, \$250,000. Developing new casino curriculum.

## Other Professional Accomplishments

Invited to advise on curriculum - School of Business and Public Administration, First

Nations University of Canada, Regina, Saskatchewan, Canada Cited as an expert in gaming in the 2004 Gaming Industry Forecast (2004), Casino

Enterprise Management, V2n1.38-63.

Created a listserve for educators and practitioners interested in gaming education

and research, 2001-2005

## **EXHIBIT G**

Mr. Wertz's qualifications

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# Brent Wertz Vice President of Food & Beverage / Executive Chef

Executive Chef Brent E. Wertz, CEC, AAC, joined Nemacolin Woodlands Resort as Vice President of Food and Beverage and Executive Chef in March of 2010. Chef Wertz came to Farmington from Kingsmill Resort & Spa where he had been the Vice President of Food and Beverage since 2002. In 1987, Brent graduated from The

Culinary Institute of America with high honors and brings more than two decades of experience in multiregional cuisine to Nemacolin guests. Chef Wertz is a Certified Executive Chef and Member of the American Academy of Chefs, honor roll of the American Culinary Federation ("ACF"). In addition, he is currently the president of the elite Resort Food Executive Committee.

At Nemacolin Woodlands Resort, Chef Wertz oversees the culinary experience of 14 food and beverage outlets including the Five Star, Five Diamond Lautrec. Guests experience his creative culinary talents and unparalleled enthusiasm for everything delicious.

Chef Wertz began his culinary career at the Century Plaza Hotel (Five Star) in Century City, California. From there, he joined the Arizona Biltmore (Five Star, Five Diamond) and later took charge of the gourmet dining room, Latilla, at the Boulders Resort (Five Star) in Carefree, Arizona. Moving eastward to the Equinox Resort and Spa (Four Star, Four Diamond) in Manchester, Vermont, Chef Wertz explored new directions in the culinary arts as Executive Sous Chef. Accepting a position at the world-renowned Tidewater Inn in eastern Maryland as Corporate Chef/Food and Beverage Director allowed Chef Wertz to diversify and hone his talents. He then joined Mohonk Mountain House in New York where he guided his culinary team to win numerous Societe Culinaire Philanthropique awards including three Best-of-Show, 17 Gold, five Silver, three Bronze, and five Honorable Mentions.

His culinary feats include fulfilling the role as the key consultant for the first ever Anheuser-Busch cookbook "Great Food Great Beer" contributing his knowledge of beer recipes as well as food and beer pairing. He also introduced trendy beer-pairing dinners, showcasing these pairings all over the United States and Europe.

In addition, Wertz created a line of Budweiser Genuine Sauces that include BUD Barbeque and Beechwood Smoked Barbecue sauces, Basting Sauce and a special wing sauce. He also developed a signature line of sauces and seasonings that includes Eagles Bull Basting Brew (steak sauce), Kingsmill House Vinaigrette, Marina Munchin' Madness (salsa) and Rocchina's Red Sauce available at gourmet shops.

Chef Wertz has been featured in the PBS special "Historic Chefs of America," a sequel to the PBS series "Historic Hotels of America," "Thrill to Grill" chef series, and several episodes of the Food Channel's "Follow that Food." He has also been featured in major daily newspapers, publications and magazines as well as countless television and radio visits touting his beer and food pairing culinary acclaim.

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### **EXHIBIT H**

Mr. McMillen's and Ms. Stenson's qualifications

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# TERRY E. McMILLEN, SR., P.E., P.L.S. President and Principal Engineer

McMillen Engineering, Inc. 115 Wayland Smith Drive Uniontown, Pennsylvania 15401

PE 026264-E PLS SU000447A

#### **EDUCATION**

West Virginia University – Bachelor of Science Degree in Civil Engineering

Pennsylvania State University – Associate in Engineering Degree

#### PROFESSIONAL EXPERIENCE

Terry E. McMillen, Sr., P.E., P.L.S., founder and president of McMillen Engineering, received an Associate in Engineering degree from the Pennsylvania State University and a Bachelor of Science degree in Civil Engineering from the West Virginia University. He is a Registered Professional Engineer and a Registered Professional Land Surveyor.

Mr. McMillen began his professional career at Gannett, Fleming, Corddry and Carpenter in 1965 in the bridge division of the highway department at the Pittsburgh office. In 1977 he founded McMillen Engineering as a privately owned consulting firm, which provides civil engineering services for an extensive array of commercial, industrial, residential and municipal projects while specializing in land development. Mr. McMillen's principal area of expertise has been completing projects with difficult schedules and special project design conditions. Many "first time" designs are completed based upon his broad background and experience. Mr. McMillen has been directly responsible for civil engineering, water and sanitary sewage, environmental, structural, and site development projects. He establishes design criteria; performs design calculations; writes technical specifications; prepares engineering and economic evaluations; and coordinates projects with municipal, state and federal agencies.

Mr. McMillen was an Instructor of General Engineering at the Penn State Fayette Campus from 1981 to 2002, teaching engineering mechanics-statics, dynamics, and strength of materials.

#### **COMMUNITY SERVICE**

Mr. McMillen supports a variety of community organizations and student scholarships. He is a former member of the Board of Directors with the Fayette Chamber of Commerce. He was President of the Fayette Chapter of the Pennsylvania Society of Professional Engineers from 1997 to 2001 and has been the Secretary-Treasurer since then. He has also been a member of the South Union Township Zoning Hearing Board since 1979; he currently serves as chairman of the Board. He is a member of Penn State Fayette, the Eberly Campus Advisory Board. He was the 2010 Commencement speaker at Penn State Fayette, the Eberly Campus.

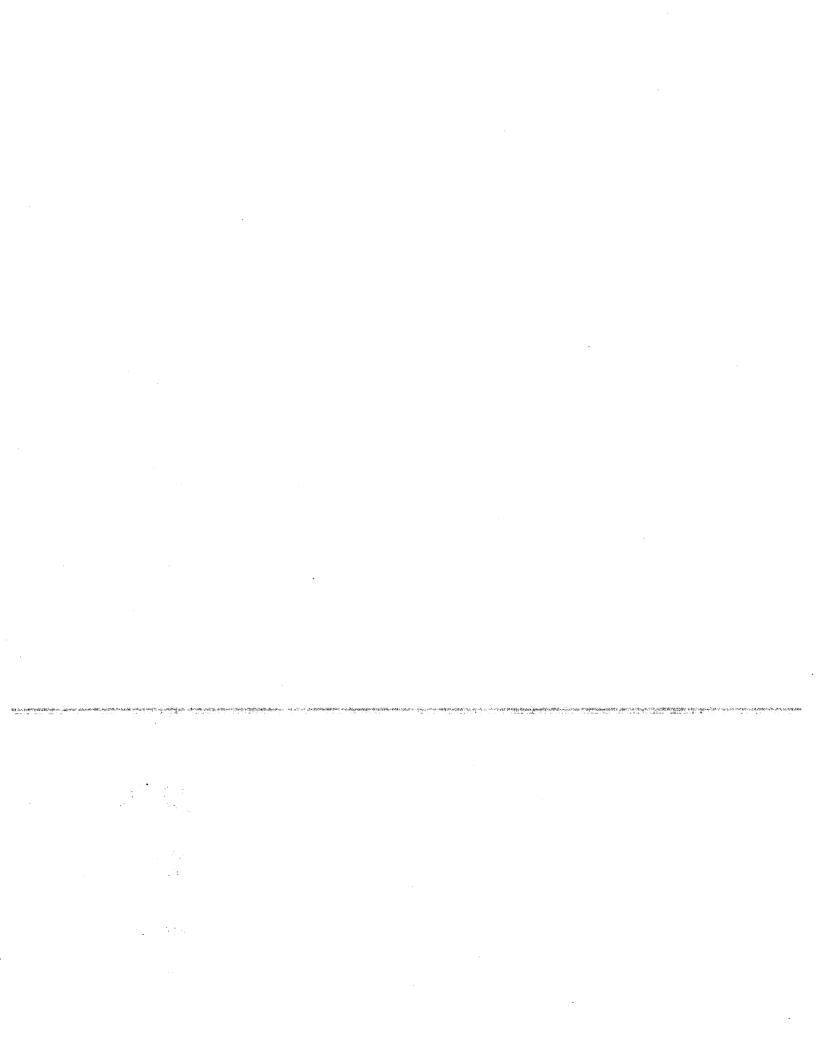
#### **AWARDS**

- > "District Award of Merit" by the Boy Scouts of America
- "Sam Walton Business Leadership Award"
- Fayette Chamber "Business of the year award" in 2001
- William H Spurgeon, III Award" by the Exploring Program Learning for Life
- > "Special Services Award" by the Pennsylvania Society of Professional Engineers
- 2008 Recipient of the Penn State Fayette, the Eberly Campus Outstanding Fellow Award.

#### **PROFESSIONAL MEMBERSHIPS**

- > American Society of Civil Engineers
- National Society of Professional Engineers
- Pennsylvania Society of Professional Engineers
- Pennsylvania Society of Land Surveyors

McMillen Engineering consulting engineers-Land surveyors uniontown, pa 15401





#### TAMMY STENSON

McMillen Engineering 115 Wayland Smith Drive Uniontown, Pennsylvania 15401

#### **EDUCATION**

Saint Vincent College – Bachelor of Science in Political Science 1990-1994

California University of Pennsylvania – Master of Arts in Regional Planning and Geography 1994-1995

#### PROFESSIONAL EXPERIENCE

Tammy J. Stenson, Senior Project Planner for McMillen Engineering received a Bachelor of Science in Political Science from Saint Vincent College and a Master of Arts in Regional Planning and Geography from California University of Pennsylvania. She is a member of the Pennsylvania Planners Association and the American Planning Association.

Tammy began her professional career in 1997 for Fayette County Government. In her various positions within the Office of Planning, Zoning and Community Development, she researched and prepared grant applications, review of subdivision and land development plans, community planning projects, countywide zoning, long-range planning, and managing the countywide building department. Being appointed as the Director of Planning in 2000, Tammy has vast experience with public speaking, building consensus, and understanding project demands and deadlines.

In 2007, Tammy began her career in the private sector with McMillen Engineering. Her responsibilities include review and assess land use ordinances, prepare infrastructure applications, administer grant contracts, assess community planning projects and the effects on a proposed development, and assist clients with securing federal, state, and private foundation funding for numerous projects.

#### RESPONSIBLE FOR THE FOLLOWING PROJECTS

- Update of the Fayette County Comprehensive Plan
- Update of the Fayette County Zoning Ordinance and Subdivision and Land Development Ordinance
- Coordinator for a 32-mile bike trail
- Administrator of grant applications at both the county and local levels
- Prepared Request for Qualification and Request for Proposal
- Assisted in the completion of the Fayette County Housing Market Analysis
- > Managed a land use analysis along the Mon-Fayette Expressway for a zoning overlay

#### **ADDITIONAL TRAINING** - SEMINARS AND WORKSHOPS

- Land Use Seminar
- > Understanding the Pennsylvania Municipalities Planning Code
- Zoning Administration and Enforcement
- > Economic Development Course
- Subdivision and Land Development Case Study
- Boundary Law in Pennsylvania
- DEP Stormwater Best Management Practices Manual

McMíllen Engineering, Inc. Consulting Engineers – Land Surveyors Uniontown, PA 15401

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#### CERTIFICATE OF SERVICE

I hereby certify that on October 18, 2010, I caused a copy of the foregoing evidentiary memorandum be served by first class mail, postage pre-paid upon the following:

R. Douglas Sherman, Esquire Chief Counsel Pennsylvania Gaming Control Board P.O. Box 69060 Harrisburg, PA 17106

Cyrus Pitre, Esquire Chief Enforcement Counsel Pennsylvania Gaming Control Board P.O. Box 69060 Harrisburg, PA 17106

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Michael D. Fabius

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